

His Worship the Mayor  
Councillors  
CITY OF MARION



**NOTICE OF  
GENERAL COUNCIL MEETING**

Notice is hereby given pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting will be held

**Tuesday 23 February 2016**

**Commencing at 6.30 p.m.**

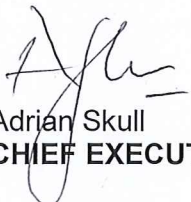
**In the Council Chamber**

**Council Administration Centre**

**245 Sturt Road, Sturt**

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration building on Sturt Road, Sturt.

  
Adrian Skull  
**CHIEF EXECUTIVE OFFICER**

18 February 2016

**CITY OF MARION  
GENERAL COUNCIL AGENDA  
FOR MEETING TO BE HELD ON  
TUESDAY 23 FEBRUARY 2016  
COMMENCING AT 6.30PM**

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**1. OPEN MEETING**

**2. KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. DISCLOSURE**

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

**4. ELECTED MEMBER'S DECLARATION OF INTEREST (if any)**

**5. CONFIRMATION OF MINUTES**

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**7. DEPUTATIONS**

Nil

**8. PETITIONS**

Nil

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Confirmation of the Minutes for the Strategy Committee Meeting held on  
2 February 2016  
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**10. WORKSHOP / PRESENTATION ITEMS**

Nil

**11. ADJOURNED ITEMS**

Nil

**12. CORPORATE REPORTS FOR DECISION**

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**13. CORPORATE REPORTS FOR INFORMATION/NOTING**

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**MATTERS RAISED BY MEMBERS**

**14. Questions with Notice**

Nil

**15. Motions with Notice**

Nil

**16. Questions without Notice**

**17. Motions without Notice**

**18. CONFIDENTIAL ITEMS**

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**19. LATE ITEMS**

**20. MEETING CLOSURE**

Council shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.



**MINUTES OF THE GENERAL COUNCIL MEETING  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 9 FEBRUARY 2016**



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**PRESENT**

His Worship the Mayor Kris Hanna

**Councillors**

**Coastal Ward**

Ian Crossland  
Tim Gard

**Mullawirra Ward**

Jerome Appleby  
Jason Veliskou

**Southern Hills**

Janet Byram  
Nick Westwood

**Warracowie Ward**

Bruce Hull  
Nathan Prior

**Warriparinga Ward**

Luke Hutchinson  
Raelene Telfer

**Woodlands Ward**

Nick Kerry

**In Attendance**

Mr Adrian Skull  
Mr Vincent Mifsud  
Ms Abby Dickson  
Mr Tony Lines  
Ms Kate McKenzie  
Ms Victoria Moritz

CEO  
General Manager Corporate Services  
General Manager City Development  
General Manager Operations  
Manager Governance  
Governance Officer

**COMMENCEMENT**

The meeting commenced at 6.30pm.

**KAURNA ACKNOWLEDGEMENT**

*We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**DISCLOSURE**

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

## **MEMBERS DECLARATION OF INTEREST**

The Chair asked if any Member wished to disclose an interest in relation to any item being considered at the meeting. No interests were declared.

## **CONFIRMATION OF MINUTES**

**Moved Councillor Telfer, Seconded Councillor Veliskou** that the minutes of the General Council meeting held on 19 January 2016 be taken as read and confirmed.

**Carried Unanimously**

## **YOUTH ADVISORY COMMITTEE (YAC) UPDATE**

Nil

## **DEPUTATIONS**

Nil

## **PETITIONS**

Nil

## **COMMITTEE RECOMMENDATIONS**

Nil

## **WORKSHOP / PRESENTATION ITEMS**

Nil

## **ADJOURNED ITEMS**

**6.32pm Recommendations of the 8 September and 8 December 2015 CEO Review Committee Meeting Minutes  
Report Reference: GC090216R01**

**Moved Councillor Telfer, Seconded Councillor Hutchinson** that:

1. Council receives and adopts the following recommendations of the Chief Executive Review Committee as detailed in the minutes dated 8 December 2015 (Appendix 1):

- 1.1 A report is to be prepared for the Council meeting on 19 January 2016, summarising and interpreting the results of the survey, and comparing Elected Member responses with the Chief Executive Officer's self assessment.
  - 1.2 Chief Executive Annual Performance reviews in the term of his contract are to be undertaken by the People and Culture Committee in November 2016 and 2017. The People and Culture Committee will also undertake an interim performance review of the CEO in May/June 2016, 2017 and 2018.
  - 1.3 The Chief Executive Officer provide Elected Members with a quarterly update at Elected Member Forums.
  - 1.4 The Chief Executive Performance Indicators are adopted subject to clarification of the legal requirements for disposal of Council land.
2. Note the revised Key Performance Indicators for the Chief Executive Officer as detailed in Appendix 2.

**Carried Unanimously**

**6.33pm Legal Expenditure**  
**Report Reference: GC090206R02**

**Moved Councillor Appleby, Seconded Councillor Crossland** that Council:

1. That Council authorises the CEO to determine and implement the most practical and cost effective means of receiving legal advice for the City of Marion in the future, including considering the option and viability of employing a part-time lawyer.

**Carried Unanimously**

**6.37pm Corporate Performance Report-**  
**1st Quarter 2015/16: July to September 2015**  
**Report Reference: GC090216R03**

6.40pm Councillor Veliskou left the meeting.

**Moved Councillor Gard, Seconded Councillor Byram** that Council:

1. Note the Corporate Performance Report – First Quarter 2015/16: July to September 2015, as provided in Appendix 2.
2. Adopts the following changes to Council's plans:
  - Rename the 'Community Plan – towards 2040' to the 'Strategic Plan – towards 2040'
  - Rename the 'Annual Business Plan and Budget' to the 'Annual Business Plan'
  - Develop a 3 year (2016/17-2018/19) Business Plan that, once adopted by Council, will replace the 2010-2020 Strategic Plan.

**Carried Unanimously**

## **CORPORATE REPORTS FOR DECISION**

Councillor Telfer sought and was granted leave of the meeting to give a personal explanation relating to the Report *George Street & Finniss Street Raised Pavement Treatment Consultation Outcomes GC090216R04* :

*“I, Raelene June Telfer, of 29 Parsons St Marion as the ‘affected person’ under the Act 1999 and having considered the “Guidelines and Examples”, am satisfied that I do not have a conflict of interest in this matter. An ‘impartial, fair-minded person (...)’ would form the opinion that I have no reason to abstain from the debate or voting, as I lack any pecuniary or nonpecuniary benefit or detriment.*

*In the last week in February I intend to attend the training related to the new Act to be introduced in March 2016.*

*I have made a considered decision mindful of the following points:*

- *Legal advice from a qualified legal governance person was obtained over a year ago when Marion/ Oaklands traffic management was first discussed. We were advised verbally that Councillor Prior and myself are part of a substantial class of surveyed persons of the Marion and Oaklands suburbs.*
- *Parsons Street is the fourth winding street away from Finniss/ George/ Dwyer/Crew receiving minimal local traffic both now and in future predictions.*
- *It is my representative duty, as a Ward Councillor, to work regularly at Ward briefings, workshops and in full Council, to find fair traffic solutions for the through -traffic of Marion and Oaklands Park.”*

6.43pm Councillor Veliskou re-entered the meeting

**6.44pm George Street & Finniss Street Raised Pavement Treatment Consultation Outcomes**  
**Reference No: GC090216R04**

**Moved Councillor Hull, Seconded Councillor Hutchinson** that Council:

1. Notes the report.
2. Given the significant increase in cost for the development of the three raised pavement sections, Council go through a select tender process to seek possible new designs solutions (including details of all costs) from three Consulting Engineers. A report be brought back to council on the alternative solutions provided (including details of all costs).

**Carried Unanimously**

**6.45pm Reconciliation Action Plan 2016 - 2019**  
**Report Reference: GC090216R05**

**Moved Councillor Veliskou, Seconded Councillor Westwood** that:

1. Council Holds a further Elected Member Forum to discuss the Reconciliation Action Plan 2016-2019
2. A report be brought back to Council no later than May 2016.

**Carried Unanimously**

**6.48pm Community Grants Funding Programs**  
**Report Reference: GC090216R06**

**Moved Councillor Veliskou, Seconded Councillor Telfer** that Council:

1. Endorse option 3 as the preferred model of distribution for the Community Grants Program, where grants are administered via one round per annum, providing a total amount of \$100,000 worth of funding including two large grant amounts of up to \$10,000 per annum.
2. Approve an additional allocation of up to \$25,000 towards the community grants program to be referred the 2016-17 Annual Business Plan and Budgeting process.
3. Endorse Council Community Grants policy as attached as appendix to this report.

7.10pm Cr Veliskou left the meeting

7.11pm Cr Veliskou re-entered the meeting

**Lost**

**Moved Councillor Byram, Seconded Councillor Gard** that Council:

1. Endorse option 4 as the preferred model of distribution for the Community Grants Program, where grants are administered via two rounds (of up to \$50,000 each round) per annum. Providing a total amount of \$100,000 per annum worth of funding including one large amount of up to \$10,000 plus three of up to \$5,000 and 13 up to \$2,000 for each round.
2. Approve an additional allocation of up to \$25,000 towards the community grants program to be referred the 2016-17 Annual Business Plan and Budgeting process.
3. Endorse Council Community Grants policy as attached as appendix to this report.

The Mayor sought and was granted leave of the meeting to incorporate the following into the Community Grants Policy:

- The policy refer to the Community Grants Guidelines in terms of eligibility of applications

**Carried**

**Moved Councillor Veliskou, Seconded Councillor Hull** that Council:

4. Endorse option B as the preferred model of managing Donations and Sponsorship requests, where donations are administered by the Community Development Unit, providing a total amount of \$2,500 per annum with a maximum amount of up to \$100 per individual.
5. Endorse the Donations & Sponsorship Policy as attached as appendix 3 to this report.

**Carried**

**7.37pm Section 270 Review – Reserve Street Reserve Dog Park**  
**Report Reference: GC090216R07**

**Moved Councillor Crossland, Seconded Councillor Byram** that:

1. Council provisionally accept the report on the basis that the recommendation supports the development of a dog park at Reserve Street Reserve , Trott Park.
2. Council commence construction of the dog park.
3. Councillors provide any identified issues, incorrect or misleading information within the section 270 report to the Chief Executive Officer within 7 days.
4. The Chief Executive Officer investigate the identified issues and report back to Council on the outcome.
5. The report writer is not asked to conduct any other reviews for the City of Marion

**Carried**

#### **CORPORATE REPORTS FOR INFORMATION / NOTING**

Nil

## **MATTERS RAISED BY MEMBERS**

### **Questions with Notice**

#### **Southern Land for Major Sporting Hub Ref No: GC090216Q01**

**QUESTION:** Councillor Hull

Is there a resolution of the previous Council to investigate the potential of the "Sheep Paddock" owned by the Sheidow Holdings, for the purpose of a major sporting hub in the South? If so, what is the status/progress of that resolution?

**COMMENTS:** Sean O'Brien, Community Facilities Planner

In July 2013 (GC230713R06) council resolved that:

1. Council confirm its commitment to the provision of sport and recreation facilities in the south of the City of Marion
2. Council endorse alternate land options being investigated for the purpose of providing regional sporting facilities in the Southern area of the City
3. The issues associated with and the outcomes of the land investigation be presented to Council for consideration.

There has been no specific Council resolution regarding investigating the potential of the "Sheep Paddock".

However as part of the above resolution the following sites were considered for their potential to accommodate sporting facilities.

1. Nari Drive Reserve – Nari Drive Sheidow Park
2. O'Halloran Hill TAFE site – Majors Road O'Halloran Hill
3. Sheep Paddock – Cnr Lonsdale Road & Perry Barr Road Hallett Cove

Copies of the above investigations into other sites have been circulated separately to Elected Members.

Further to the resolution passed in July 2013 Council has passed a further resolution relating to sporting facilities in the South. At the 14 April 2015 General Council resolved the following (GC140415R02):

1. "Endorse investigations being undertaken with peak sporting bodies, relevant clubs, funding bodies and agencies to seek partnering opportunities for the development of plans and potential funding solutions for the following sports infrastructure:
  - Options for new soccer pitches and a BMX track in the South
  - Indoor multipurpose Stadium 4-8 Court (SA regional standard)
  - Edwardstown Oval Masterplan

- Mitchell Park Sports and Community Club building upgrade

2. Note that consultation plans will be brought to Council for consideration after initial investigations are undertaken with peak sporting bodies, relevant clubs and agencies.
3. That potential funding opportunities relevant to the above sports infrastructure be actively pursued as they arise.”

Since Council’s resolutions of 14 April 2015 the focus for the development of new sporting infrastructure in the south of Marion has been for new soccer pitches and an international standard BMX facility.

A draft business plan has been developed with the Football Federal South Australia (FFSA) and research has been undertaken into potential sites such as O’Halloran Hill TAFE and other sites to the south of Marion.

In relation to a BMX facility staff supported the Hallett Cove and Happy Valley BMX clubs to secure funding from the Office and Recreation and Sport for a feasibility study. The two BMX clubs and Council also contributed funds to the study. The feasibility study is due to be completed in March 2016 and will then be brought to Council. The feasibility study is considering a potential site on Majors Road.

### Motions with Notice

7.41pm **Visibility of Cyclists**  
Ref No: GC090216M01

**Moved Councillor Hull, Seconded Councillor Gard** that Council:

1. Writes to the The Hon. Stephen Mullighan, Minister for Transport and Infrastructure, advising that Council recommends that the State Legislation and Laws should prescribe that all cyclists on SA roads shall wear a Reflective High Visibility garment (Day/Night/) whilst riding any bike on our roads or footpaths and that penalties should apply for lack of compliance.
2. Forward the following Notice of Motion to the Local Government Association (LGA) for consideration at the next LGA General Meeting scheduled on Friday 15 April 2016: That the Ordinary General Meeting requests the LGA to investigate whether there is sufficient evidence across Local Government to amend State Legislation and Laws to prescribe that all cyclists on SA roads shall wear a Reflective High Visibility garment (Day/Night) whilst riding any bike on our roads or footpaths and that penalties should apply for lack of compliance.

7.57pm Councillor Hutchinson left the meeting

**Lost**

**Councillor Hull called for a Division:**

**Those for:** Councillors Hull, Westwood, Byram and Gard

**Those against:** Councillors Kerry, Telfer, Prior, Veliskou, Appleby and Crossland

**Lost**

8.04pm Councillor Hutchinson re-entered the meeting



**Questions without Notice**

Nil

**Motions without Notice**

Nil

**CONFIDENTIAL ITEMS**

Nil

**LATE ITEMS**

Nil

**CLOSURE** - Meeting Declared Closed at 8.07pm.

**CONFIRMED THIS 23 FEBRUARY 2016**

.....  
**CHAIRPERSON**

# Elected Member Communication Reports

**Date of Council Meeting:**

**23 February 2016**

**Name of Elected Member:**

**Mayor Kris Hanna**

<b>Date</b>	<b>Event</b>	<b>Comment</b>
15/01/2016	Mrs Enid Wiglgesworth 100 <sup>th</sup> Birthday Celebration	Attended
15/01/2016	South Park Holme Tennis Club Meeting	Attended
18/01/2016	Meeting with Lions Club of Hallett Cove	Attended
19/01/2016	Interview for Independent Member for Urban Planning Committee	Attended
20/01/2016	Coast FM Radio Interview	Attended
23/01/2016	Citizenship Ceremony	Attended
23/01/2016	Australia Day Awards Presentation	Attended and Presented Awards
24/01/2016	Citizenship Ceremony	Attended
25/01/2016	Meeting with Club Marion	Attended
26/01/2016	Citizenship Ceremony	Attended
27/01/2016	Meeting with Cove Sports Club	Attended
28/01/2016	Cost FM Radio Interview	Attended
31/01/2016	Marion Outdoor Swimming Centre Birthday	Attended and Officially welcomed guests
31/01/2016	Al Salaam Festival	Attended
01/02/2016	Adult Community Education Leadership Course	Attended and opened course
03/02/2016	Accompanied DAP on Site Visit	Attended
04/02/2016	Meeting with Edwardstown Oval Committee of Management	Attended
05/02/2016	Meeting with Lew Owens re Business Opportunities	Attended
05/02/2016	Plympton Sports Club – Acknowledgement of Contributions	Attended
07/02/2016	Marion Church of Christ – Induction of New Minister	Attended
08/02/2016	Edwardstown Playspace Opening	Attended and Officially opened
09/02/2016	Over 50's Network Forum	Attended
09/02/2016	Sports Committee Meeting	Attended
10/02/2016	Meeting with Andrew McKeegan re Glenthorne Farm	Attended
15/02/2016	Christchurch City Council (self-funded trip)	Attended Meeting with Councillors and staff
In addition the Mayor has met with residents, MP's, Political candidates and also with the CEO and Council staff regarding various issues.		

# Elected Member Communication Reports

**Date of Council Meeting:**

**23 February 2016**

**Name of Elected Member:**

**Deputy Mayor Jason Veliskou**

<b>Date</b>	<b>Event</b>	<b>Comment</b>
23 January 2016	Citizenship Ceremony Presentation	Attended
23 January 2016	Australia Day Awards Presentation	Attended
24 January 2016	Small Citizenship Ceremony Australia Day Event – Coast FM Glandore	Attended
26 January 2016	Hallett Cove Australia Day Event and Breakfast	Attended
31 January 2016	Marion Outdoor Pool 40 <sup>th</sup> Birthday Celebration Fun Day Event	Attended
8 February 2016	Edwardstown Play Space Opening	Attended
14 February 2016	Bangka Day Memorial Day Service – South Australia Women’s Memorial Playing Field	Attended and represented City of Marion along with Councillor Byram
17 February 2016	Opening of SA Drill Core – Library at Tonsley	Attended and represented City of Marion

# CEO and Executive Report

**Date of Council Meeting:**

**23 February 2016**

<b>Date</b>	<b>Activity</b>	<b>Attended by</b>	<b>Comments</b>
19 January	President of Cove Sports meeting	Adrian Skull	
20 January	Seacliff Park Development meeting	Adrian Skull	
20 January	MLGG (Metropolitan Local Government Group) Meeting as proxy for Adrian Skull	Vincent Mifsud	
21 January	KPMG re Capital Works (including carryovers) internal audit	Vincent Mifsud	
23 January	Citizenship Ceremony and Australia Day Awards, Marion Cultural Centre	Adrian Skull	
29 January	Council Solutions Directorate Meeting	Vincent Mifsud	
31 January	Marion Outdoor Swimming Centre 40 <sup>th</sup> Birthday Celebration	Abby Dickson	
1 February	SRWRA Board Meeting	Vincent Mifsud	
3 February	Meeting with Renewal SA regarding Tonsley	Adrian Skull Abby Dickson Tony Lines	
5 February	Met with President Cove Soccer	Adrian Skull Cr Ian Crossland	
8 February	Edwardstown Playspace Opening	Abby Dickson Tony Lines (MC)	
10 February	Meeting with DPTI re Glenthorne Farm	Adrian Skull Mayor Hanna	
10 February	Meeting with Renewal SA regarding Tonsley	Tony Lines Abby Dickson	
10 February	Committee Meeting with Council Solutions	Vincent Mifsud	

## CEO and Executive Report

15 February	Building Resilience : Talk with Brigadier General Rhonda Cornum	Adrian Skull Abby Dickson	
18 February	Edwardstown Oval Redevelopment meeting with TAFE	Adrian Skull	
18 February	Forum – An Ageing Population Burden or Boon	Adrian Skull	
19 February	Economic and Political Overview forum (CEDA)	Adrian Skull	

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Rhiannon Hardy, Policy Planner

**General Manager:** Abby Dickson, General Manager City Development

**Subject:** Urban Planning Committee - Confirmation of Minutes of Meeting held on 2 February 2016

**Report Reference:** GC230216R01

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**DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 2 February 2016 Urban Planning Committee meeting. A summary of the items considered are noted below.

**7.1 Terms of Reference and Overview of Skills**

The Committee noted the Terms of Reference and the overview of skills provided by each of the Committee Members.

**7.2 Work Plan 2016**

The Committee discussed the option of holding the next Urban Planning Committee meeting at Tonsley. The Committee noted the proposed work program for 2016.

**7.3 Development Plan Amendment Status Update**

The Committee noted the status of Ministerial and Council Development Plan Amendments.

**7.4 Housing Diversity Development Plan Amendment (DPA) Update**

The following matters/concerns were raised by the Committee in relation to the content and methodology of the background investigations for the Housing Diversity DPA:

- Demographic diversity, future demographics and neighbouring suburbs should be included on the checklist for density assessment.
- Whether older dwelling stock adjacent the tram line should be up-zoned.
- Concern regarding density of 60 dwellings per hectare within 800 metres of Regional/District Centres adjacent trainlines; desire to protect inner suburbs from infill development.
- Table should highlight key parameters for limitations (character of housing) and opportunities (proximity to transport).
- The checklist could include criteria to capture suitability for preservation, including streetscaping, street trees, setbacks and pre-1940s housing.
- Want to avoid missing opportunities for high density development immediately adjacent public transport/arterial roads.

- Concern regarding capacity of roads to cater for medium/high density development. Future investigations should include capacity of roads and traffic engineering advice for areas targeted for medium/high density.

The Committee:

1. Reviewed the draft checklist template and methodology prepared by Administration staff and advised of amendments as identified in the discussion above.
2. Provided input on the future direction and investigations to be undertaken as part of the Housing Diversity DPA.
3. Noted the concerns/issues raised during the debate, and that this information shall be forwarded via email correspondence to Committee members. The information shall be provided at the next Urban Planning Committee to be held on 5 April 2016 for consideration by the Committee.

### **7.5 Community/Recreation Development Plan Amendment - Statement of Intent**

The Committee discussed this item and concern was raised regarding the inclusion of areas that have not ordinarily been used for organised recreational activities, namely:

- Cove Sports and Community Club – areas at fringe of precinct (barren land)
- Northern end of Marion Leisure and Fitness Centre.

The Committee resolved that the boundaries surrounding Cove Sports and Community Club and Marion Leisure and Fitness Centre be refined in accordance with the concerns raised.

The Committee recommended that Council endorses the Community/Recreation DPA Statement of Intent (SOI) and seeks that the SOI be forwarded to the Minister for consideration, subject to consultation with the relevant Ward Councillors.

### **RECOMMENDATIONS (2)**

### **DUE DATES**

**That Council:**

- |   |                      |
|---|----------------------|
| <b>1. Receive and note the minutes of the Urban Planning Committee meeting of 2 February 2016 (Appendix 1).</b>                             | <b>February 2016</b> |
| <b>2. Note that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee.</b> | <b>February 2016</b> |

**MINUTES OF THE URBAN PLANNING COMMITTEE  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 2 FEBRUARY 2016**



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**PRESENT**

**Elected Members**

Councillor Nathan Prior (Chair)  
Councillor Ian Crossland  
Councillor Jerome Appleby

His Worship the Mayor Kris Hanna (from 8:20 pm)

**Independent Member**

Mr Bryan Moulds

**In Attendance**

Ms Abby Dickson	General Manager City Development
Mr Steve Hooper	Manager Development & Regulatory Services
Ms Rhiannon Hardy	Policy Planner
Mr David Melhuish	Senior Policy Planner

**1. OPEN MEETING**

The meeting commenced at 6:32pm.

**2. KAURNA ACKNOWLEDGEMENT**

*We begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBERS DECLARATION OF INTEREST**

The Chairman asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

No interests were disclosed.

**4. CONFIRMATION OF MINUTES**

Nil



## 5. BUSINESS ARISING

Nil

## 6. PRESENTATION

6.1 Overview of the City of Marion

Presentation on the overview of the City of Marion was provided by Ms Dickson.

## 7. REPORTS

### 7.1 Terms of Reference and Overview of Skills Reference No: UPC020216R7.1

Each of the Committee members provided an overview of their skills and experience.

**Moved Councillor Crossland, Seconded Councillor Appleby** that the Urban Planning Committee:

1. Note the Terms of Reference identified at Appendix 1 to the report.
2. Note the overview of skills provided by each of the Committee Members.

**Carried Unanimously**

### 7.2 Work Plan 2016 Reference No: UPC020216R7.2

The Committee discussed the option of holding the next Urban Planning Committee meeting at Tonsley.

**Action: The Committee requested that Administration check whether a venue is available at Tonsley to hold the next meetings of the Urban Planning Committee and Strategy Committee.**

**Moved Councillor Appleby, Seconded Mr Moulds** that the Urban Planning Committee:

1. Notes the proposed work program for 2016 identified at Appendix 1 to the report.

**Carried Unanimously**

### 7.3 Development Plan Amendment Status Update Report Reference: UPC020216R7.3

Mr Hooper addressed the Committee to provide an update of Development Plan Amendments.

**Action: The Committee requested that Administration seek clarification from the Department of Planning, Transport and Infrastructure (DPTI) whether Mr Bryan Moulds may attend the upcoming briefing at the Elected Member Forum.**

**Moved Councillor Crossland, Seconded Councillor Appleby that:**

1. The Urban Planning Committee notes the status of Ministerial and Council Development Plan Amendments.
2. Administration seek clarification from the Department of Planning, Transport and Infrastructure (DPTI) whether Mr Bryan Moulds may attend the upcoming briefing at the Elected Member Forum.

**Carried Unanimously**

#### **7.4 Housing Diversity Development Plan Amendment (DPA) Update Report Reference: UPC020216R7.4**

Ms Hardy, Mr Hooper and Mr Melhuish addressed the Committee in relation to the status of the Housing Diversity DPA.

The Chair invited questions and comments and the following matters were raised:

- The following areas should be included on the checklist for density assessment:
  - Demographic diversity
  - Modelling future demographics
  - Include neighbouring suburbs
- The Committee discussed whether older dwelling stock adjacent the tram line should be up-zoned.
- Concern was raised regarding density of 60 dwellings per hectare within 800 metres of Regional/District Centres adjacent trainlines. Desire to protect inner suburbs from infill development.
- Table should highlight key parameters for limitations (character of housing) and opportunities (proximity to transport).
- The checklist could include the following criteria to capture suitability for preservation:
  - Streetscaping
  - Street trees
  - Setbacks
  - Pre 1940s housing
- Want to avoid missing opportunities for high density development immediately adjacent public transport/arterial roads.
- Map of Council area was provided to Committee members illustrating areas targeted for increased/decreased densities.

- Concern regarding capacity of roads to cater for medium/high density development. Future investigations should include capacity of roads and traffic engineering advice for areas targeted for medium/high density.

**Action: Administration staff to amend checklists as per the discussions of the Committee. Checklists/information to be emailed to Committee members prior to the next Committee meeting**

**Moved Councillor Crossland, Seconded Mr Moulds** that the Urban Planning Committee:

1. Reviewed the draft checklist template and methodology prepared by Administration staff and advised of amendments as identified in the discussion above.
2. Provided input on the future direction and investigations to be undertaken as part of the Housing Diversity DPA.
3. Note the concerns/issues raised during the debate, and that this information shall be forwarded via email correspondence to Committee members. The information shall be provided at the next Urban Planning Committee to be held on 5 April 2016 for consideration by the Committee.

*8:20 pm Mayor Kris Hanna entered the meeting*

**Carried Unanimously**

#### **7.5 Community/Recreation Development Plan Amendment - Statement of Intent Report Reference: UPC020216R7.5**

The Committee discussed this item and concern was raised regarding the inclusion of areas that have not ordinarily been used for organised recreational activities, namely:

- Cove Sports and Community Club – areas at fringe of precinct (barren land)
- Northern end of Marion Leisure and Fitness Centre

**Action: The boundaries surrounding the Cove Sports and Community Club and Marion Leisure and Fitness Centre shall be refined to exclude areas that have not ordinarily been used for organised recreational activities.**

**Action: Administration to consult with the relevant Ward Councillors regarding the Community/Recreation DPA Statement of Intent (SOI).**

**Action: Subject to the above 2 actions, prepare report to Council seeking endorsement of the Community/Recreation DPA Statement of Intent (SOI).**

**Moved Councillor Crossland, Seconded Councillor Appleby** that:

1. The Urban Planning Committee recommends that Council endorses the Community/Recreation DPA Statement of Intent (SOI) and seeks that the SOI be forwarded to the Minister for consideration, subject to consultation with the relevant Ward Councillors.

2. The boundaries surrounding Cove Sports and Community Club and Marion Leisure and Fitness Centre be refined in accordance with the concerns raised.

**Carried Unanimously**

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSURE**

The meeting was declared closed at 8:40 pm.

**11. NEXT MEETING**

The next meeting of the Urban Planning Committee is scheduled to be held on:

**Time: 6:30 pm**

**Date: 5 April 2016**

**Venue: To be advised**

**CONFIRMED**

.....

**CHAIRPERSON**

/ /

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Elaine Delgado, Strategic Planner

**General Manager:** Abby Dickson, General Manager City Development

**Manager:** Fiona Harvey, Innovation & Strategy

**Subject:** Strategy Committee - Confirmation of Minutes of Meeting held on 2 February 2016

**Report Reference:** GC230216R02

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**DISCUSSION:**

The purpose of this report is to facilitate the receiving and noting of the minutes from the 2 February 2016 Strategy Committee meeting. A summary of the items considered are noted below.

**7.2 Work Program and Meeting Schedule for 2016**

The Committee noted and discussed a draft Work Program for 2016 highlighting the need to remain focused at a strategic level and noting the potential for this program to change during the year. Topics and meeting dates identified were:

TUESDAY, 5 April 2016

- Environmental Scan and Global Trends
- Strategy 'road map'
- Streetscape Policy and Program
- Total Development Plan of Everything (option to combine with the Urban Planning Committee)
- Community Energy

TUESDAY, 7 June 2016

- Tonsley Redevelopment
- Darlington and broader north-south corridor upgrades
- Innovative Business

TUESDAY, 2 August 2016

- Work Area Plans and linkages
- Regional approaches / benchmarking
- 'Big Data'

TUESDAY, 4 October 2016

- Maximising community benefit

### **7.3 Strategic opportunities identified through the Strategic Directions Committee**

The Committee noted the strategic opportunities identified through Council's previous Strategic Directions Committee and discussed the value of using external speakers and investigating research outcomes to further inform discussions, particularly relating to Innovation and Community Energy Opportunities.

### **7.4 Environmental Scan and Global Trends**

This item was deferred for discussion.

### **7.5 Development of Council's Business Plan 2016-2019**

The Committee noted the report and was generally supportive of the strategic priorities in the draft Business Plan and its 3-year timeframe that provides a clear direction for the current Council and for the early stages of the next Council term. Various matters were discussed including the opportunity for benchmarking. The Committee requested feedback be sought from all Elected Members with the draft Business Plan to be presented to Council for endorsement at the General Council meeting on 22 March 2016.

### **7.6 Update on development of Streetscape Policy & Program**

This item was deferred for discussion.

## **RECOMMENDATIONS (2)**

## **DUE DATES**

### **That Council:**

- |  |                      |
|--|----------------------|
| <b>1. Receive and note the minutes of the Strategy Committee meeting of 2 February 2016 (Appendix 1)</b>                             | <b>February 2016</b> |
| <b>2. Note that separate reports will be brought to Council for consideration of any recommendations from the Strategy Committee</b> | <b>February 2016</b> |

**MINUTES OF THE STRATEGY COMMITTEE  
HELD AT ADMINISTRATION CENTRE  
245 STURT ROAD, STURT  
ON TUESDAY 2 FEBRUARY 2016**

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**PRESENT**

**Elected Members**

Councillors Veliskou (Chair), Gard, Westwood

His Worship the Mayor Kris Hanna

**Independent Member**

Mr Damian Scanlon

**In Attendance**

Mr Adrian Skull	Chief Executive Officer
Ms Abby Dickson	General Manager City Development
Mr Tony Lines	General Manager Operations
Ms Fiona Harvey	Manager Innovation & Strategy
Ms Sherie Walczak	Manager Corporate Governance
Ms Elaine Delgado	Strategic Planner (minute taker)

**1. OPEN MEETING**

The meeting commenced at 6.30pm.

**2. KAURNA ACKNOWLEDGEMENT**

*We begin by acknowledging the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.*

**3. MEMBERS DECLARATION OF INTEREST**

The Chairman asked if any Member wished to disclose an interest in relation to any item being considered at the meeting.

No interests were disclosed.

**4. CONFIRMATION OF MINUTES**

Nil due to this being the inaugural meeting.

## 5. BUSINESS ARISING

Nil due to this being the inaugural meeting.

## 6. PRESENTATION

### 6.1 Overview of the City of Marion

Mr Adrian Skull presented to the Committee an overview of demographic, financial, and asset data; Council's approach to strategic planning; leadership and organisational structure; trends and issues affecting the City of Marion that inform strategic planning; and major projects being undertaken by Council and State Government that affect the City of Marion and region.

## 7. REPORTS

### **Strategy Committee Terms of Reference and Overview of Skills** **Reference No: SC020216R7.1**

At the invitation of the Chair Members of the Strategy Committee and staff in attendance introduced themselves and provided an overview of their background and skills.

The Chair invited comments on the Strategy Committee's draft Terms of Reference which were as follows:

- Consideration should be given to conducting meetings at different locations, including Tonsley, with the Urban Planning Committee meetings being co-located to facilitate the Mayor's attendance at both
- The Council Chamber could be considered as the location for the next Strategy Committee meeting
- The focus of the Committee needs to be on strategic management plans as this is a requirement prescribed in the Local Government Act
- There is no immediate requirement for a representation review to be undertaken

**Moved Cr Gard, Seconded Cr Westwood** that the Strategy Committee:

1. Notes the Terms of Reference identified at Appendix 1 to the report.
2. Note the overview of skills provided by each of the Committee Members.

**Carried unanimously**

### **Work Program and Meeting Schedule for 2016** **Reference No: SC020216R7.2**

The following points were raised:

- Due to the rapidity of change consideration should be given to Council plans having realistic timeframes to ensure outcomes can be achieved
- Members would value some further information on Council's planning process



- It is important the Strategy Committee contributes to ensuring Council has clarity about its future directions
- With the concept of ‘big data’ evolving there is an opportunity to explore its use, including use of a substantial database that has been developed for Council. This is best achieved through posing strategic questions that the mining and analysis of data can answer to inform decision-making
- The Strategy Committee needs to remain focused on the ‘big picture’ – what is Council’s contribution to achieving its aspirations and how can this be measured
- The value of establishing and maintaining networks with sectors beyond local government should be considered
- Any agenda items not addressed at their scheduled meeting are to be included in the draft agenda for consideration for the following Strategy Committee meeting
- There would be value in reports to Council indicating how they link with Council’s strategic plans

Members discussed the indicative Work Program and potential areas of focus attached to the report. The following Program for meetings to be held from April – October 2016 was decided with the understanding that it may need to be amended on an as needs basis:

**TUESDAY, 5 APRIL 2016**

<b>Topic</b>	<b>Action</b>
Environmental Scan and Global Trends	Provide advice on key opportunities and impacts (Deferred from 2/2/16 Strategy Committee meeting)
Strategy ‘road map’	Consider key contributors to the community’s long-term aspirations
Streetscape Policy and Program	Update on progress and provide advice on next steps for streetscaping across the city (Deferred from 2/2/16 Strategy Committee meeting)
Total Development Plan of Everything	Option to combine with Urban Planning Committee
Community Energy	Discussion on outcomes of report scheduled to be presented to a General Council meeting on 23 February 2016

**TUESDAY, 7 JUNE 2016**

<b>Topic</b>	<b>Action</b>
Any items deferred from 5 April 2016 meeting	
Tonsley Redevelopment	
Darlington and broader north-south corridor upgrades	
Innovative Business	Explore how Council can do business more effectively into the future

**TUESDAY, 2 AUGUST 2016**

<b>Topic</b>	<b>Action</b>
Any items deferred from 7 June 2016 meeting	
Work Area Plans and linkages	
Regional approaches / Benchmarking	Explore benchmarking with other councils for efficiencies and improvements and how we can work beyond Council boundaries
'Big Data'	Identify trends and strategic questions to inform data mining that in turn can inform Council's contribution to addressing community issues and opportunities

**TUESDAY, 4 OCTOBER 2016**

<b>Topic</b>	<b>Action</b>
Any items deferred from 2 August 2016 meeting	
Community	Explore how Council can ensure its work maximises community benefit, e.g. vulnerable community members

**Moved Cr Westwood, Seconded Cr Gard** that the Strategy Committee:

1. Notes the amended work program for 2016.

**Carried unanimously**

**Strategic opportunities identified through the Strategic Directions Committee  
Reference No: SC020216R7.3**

Strategic opportunities discussed by Members included:

***Innovation***

- Further exploration is needed on the concept of 'Innovation Districts' and the components considered necessary for their success
- Mr Scanlon offered to provide the Committee with an external speaker to inform discussions on the topic of 'Innovative Business'

**Action: Mr Scanlon to seek an external speaker to address Council at a date yet to be determined**

- Mr Scanlon offered to provide the Committee with some research findings on elements that contribute to successful Innovation Districts

**Action: Mr Scanlon to identify and distribute research findings for Innovation Districts**

- Exploring ideas so Council can obtain the best outcomes for its community and businesses through a roll-out of the NBN that is fibre to individual premises rather than fibre to the node

***Community Energy Opportunities***

- A report on Community Energy Opportunities is scheduled to be presented for consideration to a General Council meeting on 23 February 2016 and can be further discussed at the April meeting of the Strategy Committee
- Consideration could be given to inviting an external professional with industry expertise to review the 23 February 2016 General Council report and provide suggestions for improvement and address Elected Members
- Short-term innovation opportunities with existing technologies, and long-term innovation with new technologies, including thermal could be considered for exploration

**Action: Mr Scanlon to provide information to the Strategy Committee on models for future discussion**

*8.20pm The Mayor left the meeting during this item to attend the Urban Planning Committee meeting*

*8.40pm The Mayor returned to the Strategy Committee meeting*

**Moved Cr Westwood, Seconded Cr Gard that the Strategy Committee:**

1. Notes the strategic opportunities identified through the Strategic Directions Committee
2. Recommend to Council that further information be sought on community energy opportunities

**Carried unanimously**

## **Environmental Scan and Global Trends**

**Reference No: SC020216R7.4**

This item was deferred to be considered for discussion at the Strategy Committee meeting to be held on 5 April 2016.

## **Development of Council's Business Plan 2016-2019**

**Reference No: SC020216R7.5**

The following was raised by Members:

- The Mayor tabled suggested amendments to the draft Business Plan which were noted by the Committee, including the suggested addition of a Marketing Plan
- There was support for the Business Plan's timeframe that coincides with the current Council's term and also provides direction for the early stage of the next Council's term
- The delivery of the Business Plan will enable Council to deliver tangible outcomes during its term
- The Business Plan, which is one component of a suite of strategic management plans, provides an opportunity for benchmarking against best practice and this would be a demonstration of Council's authenticity and accountability to its ratepayers
- An alternative theme name of 'Nature-connected' to replace 'Biophilic' in the Community Plan was discussed with a preference to retain 'Biophilic'
- Mr Scanlon advised the Committee of the potential of involvement of university students in relevant projects

**Action: Mr Scanlon to seek university students for involvement in Council projects when opportunities are identified**

- It was agreed to seek feedback from all Elected Members on the Draft Business Plan 2016-2019 prior to its presentation to Council for endorsement with the report clearly indicating any amendments based on Elected Member feedback
- The comments provided by the Mayor will be included along with feedback from other Elected Members

**Moved Cr Gard, Seconded Cr Westwood** that the Strategy Committee

1. Recommend that the Community Plan's theme name 'Biophilic' remains unchanged
2. Seek feedback from Council's Elected Members on the Draft Business Plan 2016-2019 to be received by 17 February 2016
3. Request Council staff review and provide written comments where relevant on Elected Members' feedback on the Draft Business Plan and include these in the report to the General Council meeting on 22 March 2016

**Carried unanimously**

*9.30pm Mr Damian Scanlon left the meeting*

The Chair proposed a motion to extend the meeting for a further 10 minutes beyond 9.30pm.

**Moved Cr Gard, Seconded Cr Westwood**  
**Carried unanimously**

Further points raised in discussion for item 7.5 were:

- The report to the General Council meeting on the Draft Business Plan should include an explanation of how it links with Council's budget process
- The next step following Council endorsement of the Draft Business Plan will be to develop project plans and identify resource requirements

**Update on development of Streetscape Policy & Program**  
**Reference No: SC020216R7.6**

This item was deferred to be considered for discussion at the Strategy Committee meeting to be held on 5 April 2016.

**8. CONFIDENTIAL ITEMS**

Nil

**9. ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSURE**

The meeting was declared closed at 9.40pm

**11. NEXT MEETING**

The next meeting of the Strategy Committee is scheduled to be held on:

**Time: 6:30 pm**

**Date: 5 April 2016**

**Venue: To be decided**

**CONFIRMED**

.....

**CHAIRPERSON**

/ /

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Ann Gibbons, Environmental Sustainability Manager  
**Manager:** Fiona Harvey, Manager Innovation and Strategy  
**General Manager:** Abby Dickson, General Manager, City Development  
**Subject:** Discovery Circle Program  
**Report Reference:** GC230216R03

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**REPORT OBJECTIVES:**

The purpose of this report is to provide an update on the Discovery Circle Program, a citizen science initiative aimed at creating biophilic cities and connecting people with nature, being delivered in partnership with the University of South Australia.

Funding contribution for the remaining two years of the partnership is also being sought.

Dr Roetman, research leader of the Discovery Circle initiative from the University of South Australia, will provide a 5 minute presentation on proposed future citizen science opportunities for Marion in the meeting.

**EXECUTIVE SUMMARY:**

The City of Marion has partnered with the University of South Australia (UniSA) to develop and deliver an innovative program called 'Discovery Circle' that aims to enable the creation of biophilic cities through citizen science.

Citizen science projects, interactive workshops and online content are used to promote learning and engagement.

This report provides an update on the delivery of program objectives over the first three years of the partnership between the City of Marion and the UniSA.

A contribution of \$30,000 p/a for the remaining two years of the Agreement with the UniSA is now being sought.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That Council:**

- |   |                    |
|---|--------------------|
| <b>1. Notes this update on the Discovery Circle Project being delivered in partnership with the University of South Australia (including the verbal update provided by Dr Philip Roetman, Discovery Circle Research Leader, UniSA, in the meeting);</b> | <b>23 Feb 2016</b> |
| <b>2. Approves funding of \$30,000 per annum for this project in the 2016/17 and 2017/18 budgets.</b>   | <b>23 Feb 2016</b> |

## **BACKGROUND:**

At the General Council Meeting on 23 April 2013 (GC230413R03) it was resolved that:

1. *Council endorses the City of Marion being a partner in the delivery of a new research unit on biophilic cities and citizen science subject to the provision of funding in Council's annual budget and Long Term Financial Plan;*
2. *Council refers the funding of this project for further consideration and prioritisation during the 2013/14 Annual Business Plan and Budget process;*
3. *Ms Kathy Jarrett from Council's Executive is nominated to be the City of Marion's representative on the board of management;*
4. *A detailed funding agreement between Council and the University of South Australia is prepared and signed by the Chief Executive Officer should the proposal be funded within the Annual Business Plan and Budget.*
5. *Preliminary project papers and identifiable outcomes are provided in time for Councils consideration during the 2013/14 Budget Process*

Additional information on the project was provided for consideration at the 28 May 2013 General Council Meeting (GC230513R03) and it was resolved that Council:

1. *Notes the additional information provided about the proposed 'creating biophilic cities through citizen science' project in preparation for consideration in Council's Annual Business Plan and Budget and Long Term Financial Plan.*

The City of Marion has partnered with the University of South Australia on the Discovery Circle program, an innovative initiative that engages communities in activities to learn about and connect with local natural environments. The initiative delivers citizen science projects, interactive workshops and generates online content to promote learning and engagement.

Citizen science projects provide an opportunity for the public to contribute to authentic scientific research. Projects are fun, hands-on and educational. The Discovery Circle aims to build an active community of citizen scientists and provide useful research results for the public and project partners.

In addition to the City of Marion and the University, funding partners on the initiative are: the Department of Environment, Water and Natural Resources (DEWNR); Adelaide and Mt Lofty Ranges Natural Resources Management Board (AMLR NRM Board); and the City of Salisbury. The funding from multiple partners gives leverage to create infrastructure and run both large-scale and locally-focused projects that engage residents in the City of Marion. The funding partners all contribute to project selection and implementation through an Advisory Committee that meets quarterly.

The partnership provides an exciting opportunity for Council to lead in the development of programs and policy in the area of green urbanism and connecting residents to nature.

## **DISCUSSION:**

The first year of the City of Marion's partnership with UniSA focused on planning and relationship building which supported a number of successful events and on-the-ground projects being delivered in 2014/15.

A Discovery Circle website ([www.discoverycircle.org.au](http://www.discoverycircle.org.au)) has been created to support multiple projects, with the ability to interface with different IT infrastructures for specific projects, including the Atlas of Living Australia for BioBlitzes (<http://www.ala.org.au/>), Movebank for Cat Tracker project (<http://movebank.org/>) and Mental Modeler for the Little Corella project (<http://www.mentalmodeler.org/>). A link to the Discovery Circle website has also been created on the City of Marion website (<http://www.marion.sa.gov.au/discovery-circle>).

## 1. BioBlitz Events:

A BioBlitz involves a team of scientists and naturalists working with the public to discover and record the life of a park or reserve. They are usually 24-36 hours long, including day-time and night-time activities and are a collaboration between the Discovery Circle (including funding partners), SA Museum, DEWNR and regional staff, UniSA, Adelaide University, and Flinders University.

- **2015 Hallett Cove BioBlitz:** A BioBlitz with a focus on the coastal and intertidal zone at Hallett Cove was held on 13 and 14 November 2015. Interesting finds included a European fan worm and a European shore crab (invasive pests in South Australia).
- **2014 Oaklands Wetland BioBlitz:** One of South Australia's first BioBlitzes was held at Oaklands wetland on 29-30 August 2014. Interesting finds included native fish, grey-headed flying foxes, and four species of microbats.
- **Future BioBlitz Events:** additional locations in Marion are being considered should funding be continued.

## 2. Cat Tracker Project:

This project was launched for public participation on 24 February 2015. It includes a social survey about cat ownership and the public are tracking their cats to see where they go, using GPS units supplied by the Discovery Circle team.

As at early January 2016 2,219 surveys had been completed (including 132 by Marion residents). Currently, there are 48 cats from Marion that have been/are currently being tracked out of a total of 306 for the whole project. A total of 500 cats are to be tracked during the project.

Some preliminary results are now available, including an analysis of the movement of cats that shows average size of home range is around 1.8ha; largest home range is 29.3ha; and smallest home range is 0.1ha

A report on cats in Marion will be available in mid-2016, including findings from both the social survey and the animal tracking research. Cat tracks and other project resources are available at <http://www.discoverycircle.org.au/projects/cat-tracker/>

## 3. Birding the 'burbs:

This project considers the impact of urban development on biodiversity. It involves the development of a model to understand the relationship between the form of urban development in Adelaide and the distribution of birds. The model will be used to predict the impacts of future urban developments. This tool will be able to be used by planners and developers to assess and plan new urban in-fill and green-field developments.

Project planning started in early 2014 and data collection will commence in early 2016; results will be available in 2017. A report on the impacts of various forms of development in Adelaide will be delivered in 2017, including a case-study focused on development in the City of Marion.

## 4. Fluker Posts:

*Fluker* Posts are location markers which engage people with places and environmental changes. They are posts with easy-to-follow instructions asking people to take a photo from the post and send it to the Discovery Circle via email. Photos can be viewed online in chronological order, allowing people to see the changes at the site over time. Further information including photographs uploaded from each of the sites is available online: <http://www.discoverycircle.org.au/projects/flukerposts/>

Two *Fluker* Posts were installed at Oaklands Wetland on 16 February and posts at Hallett Cove beach and Warriparinga Wetland will be installed in February/March 2016. These photo points will enable the community to actively participate in monitoring changes at these sites over time.



## 5. Biophilic Citizen Measure (BCM):

An important element of Discovery Circle is the development of a survey instrument to measure 'biophilia' in people (how "connected with nature" people are); a Biophilic Citizen Measure (BCM). The measure will be used to compare biophilic actions and knowledge in citizens which, in turn, contributes to the vibrancy and liveability of the city.

A number of pilot studies have been conducted over the past 18 months to refine the BCM to the point where the researchers are now confident that it is robust and can be used in a meaningful way. It is intended that the BCM will be used to survey a random sample of residents in the Cities of Marion and Salisbury during 2016 to better understand how 'biophilic' these areas are.

## 6. Discovery Workshops:

Discovery Circle has contributed to a number of Common Thread events, and will continue to run interactive workshops as part of the Common Thread program in 2016. Previous workshops have included:

- Celestial Wonders (astronomy) – June 2015
- Native Bee Hotels – August 2015

Further details of these events are provided in Appendix 5.

In addition, a Nature Journaling Workshop was held at the Cove Civic Centre on 20 October 2015. Nature journaling is a way of momentarily leaving the human world to be in nature by recording your perception of, and personal response to, the plants and animals that share your neighbourhood.

These workshops provide an opportunity for Marion residents learn about and become active in connecting with nature.

## 7. Additional projects:

A number of other projects have also recently been launched or are in development including: Goanna Watch; Little Corella Project; Orchid Watch; Marine Parks; and Productive Gardening. Further information on these projects is included in Appendix 6.

## ANALYSIS:

**Financial Implications:** Council has a 5-year (3 + 2) funding commitment of \$30,000 p/a until 30 June 2018, with funding for the final two years (2016/17 and 2017/18) to be considered contingent on successful delivery of agreed outcomes in Marion during the first three years of the partnership.

Should funding for the remaining two years not be committed, existing projects underway in Marion will be finalized however no new projects or Bioblitzes will be delivered in Marion.

**Resource (capacity) Impact:** Support for Discovery Circle events and activities in the City of Marion are within existing resources in the Environmental Sustainability team. The Senior Environmental Planner is Marion's representative on the board of management and up to half a day per week is allocated to supporting the delivery of the program in Marion. Through this program significant capacity building has occurred within the community which supports minimal resource commitment from the City of Marion.

**Policy Implications:** The outcomes of Discovery Circle align well with the "Engaged", 'Liveable' and 'Biophilic' aspirations in the City of Marion Community Plan: Towards 2040. Increased participation in this program in Marion will also contribute to outcomes identified in the draft Business Plan.

**CONCLUSION:**

The City of Marion's partnership with the UniSA to deliver a citizen science program aimed at creating biophilic cities called 'Discovery Circle' is now three years into a five year agreement.

Outcomes of the various citizen science initiatives being implemented through Discovery Circle are now starting to be seen. There has been a high level of interest and participation in the two Bioblitz events and in the Cat Tracker project. Results of these and a number of other projects being delivered through Discovery Circle will be available during 2016. A new project focused on productive edible gardens (both community and private) will also be launched in 2016.

**Appendices (6):**

- 1. Bioblitz Events**
- 2. Cat Tracker Project**
- 3. Birding the 'burbs Project**
- 4. Fluker Posts**
- 5. Common Thread Events**
- 6. Additional Projects**

# BioBlitz

- › Connecting the community with nature and science
- › Discovering the living things we share our city with
- › Hands-on, interactive fun

A BioBlitz involves a team of scientists working with the public to discover and record the life of a park or reserve: every thing from brightly-coloured beetles to seldom-seen bats, from cheeky possums to wonderful water-bugs.

City of Marion held two BioBlitz events:

- › Oaklands Wetland - August 2014
- › Hallett Cove Beach - November 2015

## Connecting community, nature and science

BioBlitz events started on a Friday morning with a series of activities for local school classes.

These hands-on sessions teamed school students with expert presenters who ran local wildlife demonstrations with snakes, spiders and potoroos, conducted water-bug sampling from the wetland, created nature-art, and surveyed local birds and fungi.

From Friday afternoon through to Saturday afternoon, scientists worked with the public to survey the local biodiversity. Surveys were conducted for living things such as:

- › Frogs – looking for them and listening for their calls
- › Birds – in the evening and the morning
- › Bats – recording their echolocation with an AnaBat device
- › Water-bugs – netting in the wetland and inspecting them under the microscope
- › Native plants – mapping their locations
- › Fungi – finding wild fungi
- › Marine life – snorkelling surveys
- › Intertidal life – searching the rock pools at low tide
- › Mammals– spotlighting at night
- › Insects – attracting them to a light trap
- › Reptiles – looking for lizards in the dunes



and shrubs

Between surveys, people could spend time at 'BaseCamp' where there were specimen displays, microscopes to play with, and displays from local nature groups.

## What we found

BioBlitz events create a more comprehensive picture of the biodiversity of each site than was previously available.

Findings of particular interest included:

- › Native fish – encouraging as none have been introduced
- › Four species of microbats – little creatures that are seldom seen (we used an AnaBat to detect their echolocation calls)
- › Fruitbats (Grey-headed Flying-foxes)
- › Two invasive marine species were unexpectedly found at Hallett Cove beach - European fan worm and European shore crab (Biosecurity SA was alerted to the location of these species and this information will help with the future management of marine pests.

## Next BioBlitz

City of Marion is currently investigating locations for the next BioBlitz in 2016.

# Cat Tracker

- › Increasing cat owners' awareness of where their cats venture
- › Building a picture of urban cats' locations and activities
- › Improving the way cats are managed

Cat Tracker uses GPS technology and satellite imagery to track where cats venture over a number of weeks. It also includes a survey to build a picture of urban cats and the ways they are managed.

People can choose to take part in both the GPS tracking and the survey, or just the survey. Participants then receive a report on their cat's personality and a map of their travel patterns.



## Building awareness to improve cat management

Cats play an important and much-cherished role in the lives of many urban South Australians, however when they are not managed appropriately they can impact negatively on local wildlife.

Cat Tracker was launched in early 2015 to:

- › Assist people to reflect on the way they manage their own cats, which can lead to improved cat management
- › Build an overall picture of how urban cats are managed to inform future cat management policies and programs.

## Cat personality surveys

All participants complete an online survey which includes a cat personality test.

People without cats are also encouraged to complete the survey as this helps to build a picture of how people relate to cats. There have been:

- › 2,219 surveys completed (SA)
- › 132 surveys completed (City of Marion)

## GPS cat tracking

The project aims to track as many cats as possible (the initial target was to track 500). Tracking is free and GPS units are loaned out by the Discovery Circle team.

To date, there have been:

- › 306 cats tracked (SA)
- › 48 cats tracked (City of Marion).

There has been a very high level of interest in the project, with:

- › 1,797 requests for cat tracking (SA)
- › 118 requests for cat tracking (City of Marion).

To date, most cats have small home-ranges (e.g. 0.5 hectares) while a few have larger home ranges (up to around 30 hectares).

## Linked to Australian curriculum

Extensive resources that are aligned with the Australian curriculum are available for Reception to Year 9 classes.

## Reporting on cats in Marion

A report will be available in mid-2016, including findings from both the social survey and the animal tracking research. The report will include information specific to the City of Marion as well as state-wide information for comparison.

## Other project partners

This project is funded by Discovery Circle project partners, the Dog and Cat Management Board and the City of Mitcham.

# Birding the 'burbs

- › Exploring how different forms of urban development can impact on biodiversity
- › Innovating a bird distribution and development model for Adelaide
- › Assists planners and developers to protect local biodiversity

Birding the 'burbs will explore how urban development has impacted on the distribution of birds across Adelaide, to help us understand how biodiversity may be affected under different urban development scenarios.

This information can then be used to support planning for new developments.



## More people, more homes – what's the impact on biodiversity?

A population increase of 560,000 people is predicted over the next 30 years in the Adelaide Region.

This population growth will require an extra 258,000 dwellings.

Some of this population increase will be catered for by using urban in-fill, and some will be in new developments.

The Birding the 'burbs project is looking at the relationship between urban development and biodiversity.

## Innovating a local model for bird distribution and urban development

Birding the 'burbs will involve developing a model to understand the relationship between the various forms of urban development in the Adelaide Region and the distribution of birds. Birds have been found to be a good indicator for biodiversity.

The model will be used to predict the impacts of future urban development scenarios (e.g. low-density to high-density housing).

This information will be useful for planners and developers to assess and plan new developments.

## Project timeframes

Project planning commenced in early 2014 and data collection started in late 2015.

Bird data collection occurs three times a year with the assistance of experienced bird identifiers.

Results will be available in late 2016, and will include:

- › Adelaide-wide analysis
- › Case studies of particular development scenarios, including for the City of Marion.



# FlukerPosts

- › Engages community to contribute to local environmental research
- › Illustrates environmental changes at a specific spot, over time
- › Simple, collaborative and cost effective system

FlukerPosts are location markers that invite people who happen to walk past to take a photo and email it to the Discovery Circle.

People use the posts to position their camera or smartphone so that it points to a specific spot and at a particular angle, ensuring all photos capture the same spot.



## What are FlukerPosts?

FlukerPosts are a simple, cost effective way to collect environmental information on a specific location (for example overlooking a wetland, beach or revegetation area) over a long period of time.

FlukerPosts are robust location markers, (and often look like a timber post in the ground). They have easy-to-follow instructions for people who happen to walk by – inviting them to take a photo with a camera or smartphone for submitting to the Discovery Circle via email.

## Engaging the community in local environmental science

FlukerPosts offer a practical, straight forward way for our community to take part in local environmental research, to help the places they visit – and value – to thrive.



Photos are published to a public website, allowing people to see their photos online and compare to photos taken by others at different times.

## Monitoring changes to enhance our environment

FlukerPost photos help to build a historical record of changes that occur at each location. This allows changes to be monitored over time, assisting researchers and land managers to understand and make decisions about management of the sites.

## FlukerPosts in the City of Marion

Initially there will be four FlukerPosts located in the City of Marion:

- › Oaklands Wetland (two)
- › Hallett Cove Beach
- › Warriparinga Wetlands

## FlukerPost concept creator

The concept was developed by Dr Martin Fluker at Victoria University in Melbourne, who currently has FlukerPosts around Victoria and one underwater on the Great Barrier Reef.

# Common Thread

- › Linking our community to exciting learning opportunities
- › Expanding the Common Thread community network
- › Practical, hands on activities to experience nature

Common Thread is a monthly sustainability event that features a different topic and format each month. It brings people together to talk, share ideas and learn about sustainability.

Discovery Circle has supported two Common Thread events, through providing ideas and network links to engaging topics and presenters, and presenting on related citizen science projects.



## Linking our community to exciting learning opportunities

Discovery Circle is well networked with numerous engaging sustainability programs, and is able to draw on these connections to bring exciting learning opportunities to our community.

Discovery Circle supported two Common Thread events during 2015, which were both fully booked and held at the Marion Cultural Centre. These were:

- › Celestial wonders (3 June)
- › Native bee hotels (5 August).

These events allowed community members to learn more about specific aspects of the local environment and to find out how to participate in hands-on citizen science activities.

Discovery Circle will contribute to other Common Thread events in 2016.

## Celestial wonders

Martin Lewicki from the Adelaide Planetarium presented a virtual tour of the solar system to over 80 people during Common Thread in June.

People were then taken outside to look at the moon through two telescopes.

The evening also featured a presentation by Discovery Circle's Dr Philip Roetman on how people can get involved with astronomical citizen science projects.

## Native bee hotels

Nearly 60 people attended Common Thread in August to see Dr Remko Leijts from the South Australian Museum and Flinders University deliver a native bee workshop.

The workshop included a talk on native bees and a practical activity for participants to make a native bee 'hotel' for their own backyards, made from paper straws or sticks of bamboo.

This was followed by a presentation by Dr Philip Roetman from the Discovery Circle on how to contribute to native bee citizen science projects, to help scientists better understand the distributions of native bees around Adelaide.

# Other projects

## Goanna Watch

Goanna species are declining and the race is on to gather vital information to help develop management strategies for their ongoing protection.

A new citizen science project launched on National Threatened Species Day (7 September) encourages people to record the location of a goanna they see in the wild and take a photo of it and post it online.



## Little Corellas

These intelligent birds in large flocks can cause damage to trees, crops, buildings, cars and generally cause a nuisance with their loud vocalisations. Focussing on sites where little corellas are problematic, this project will use existing knowledge and new ideas from the community to develop local solutions.

The project has been designed to help all stakeholders make informed decisions about the management of little corellas. Outcomes from the project will help develop the first Little Corella Management Plan for South Australia.



## Marine Parks

Workshops held in March 2015 explored how citizen science could be used for monitoring and engagement in our Marine Parks.

The workshops investigated the potential opportunities and limitations of citizen science, analysed existing marine projects from around Australia, and explored options for South Australia. Discussions are ongoing.

## Orchid Watch

Discovery Circle has been working with Native Orchid Society of South Australia, looking at infrastructure for recording orchid sightings.

## Productive Gardening

This project is in the planning stage, with ideas around community gardens, backyard plots, animals (bees, chickens, fish), water consumption, and the value of productive gardening.

## Website

The Discovery Circle website has been created to support multiple projects, with the ability to interface with various IT infrastructures, including the Atlas of Living Australia for BioBlitzes, Movebank for the Cat Tracker project and Mental Modeler for the corella project. Other features include:

- › A series of regular online feature articles, aimed at the broader community, to promote learning about local places and issues. Previous and upcoming topics include: tools to help you identify flora and fauna, native bee hotels, threatened species, possum boxes, butterfly gardening, geocaching and bird-watching.
- › A retired academic, Dr Sandra Taylor, has been engaged to write a monthly Nature Note. Topics will include Sounds of the City, Fruit Bats, Elm Leaf Beetles, Water Rats, Willy Wagtails, Wood Ducks, Ibis, Rainbow Lorikeets, Allergenic Plants, Marbled Geckos, and more.



**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Ann Gibbons, Environmental Sustainability Manager  
**Manager:** Fiona Harvey, Manager Innovation and Strategy  
**General Manager:** Abby Dickson, General Manager, City Development  
**Subject:** Energy Efficient Council Buildings Project  
**Report Reference:** GC230216R04

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**REPORT OBJECTIVES:**

The report provides the outcomes of an energy efficiency review of four Council facilities with recommendations for further detailed analysis and implementation planning.

**EXECUTIVE SUMMARY:**

An assessment of energy saving opportunities at four large energy consuming council sites has been completed. Eighteen opportunities for improvement were identified, primarily relating to HVAC (heating, ventilation and air conditioning) upgrades and lighting retrofits (Appendix 2). Total investment required to implement all eighteen opportunities is approximately \$1M with a payback<sup>1</sup> ranging from less than 1 year to more than 20 years.

In order to identify priorities for implementation, a benchmark of five years payback was used. Twelve energy efficiency opportunities across the four facilities met this criterion and are listed in Appendix 1. The total investment required to implement the twelve priorities is estimated at \$107,000. This would yield an estimated annual savings of approximately \$39,000; 110,000 kWh of electricity and more than 71 tonnes of carbon emissions.

It is recommended that the twelve opportunities with a payback of less than 5 years are prioritised for implementation. It is proposed that a detailed staged implementation program is developed including whole of life costs for Council's consideration.

Approximately \$15,000 will also be required to deliver this project in addition to capital investment. This includes up to \$7,000 to prepare an implementation program, and up to \$8,000 to project manage the implementation of the priority options.

In addition to the four facilities assessed through this process, there may be an opportunity to identify further facilities for assessment using the results of the current building audit, expected to be available from late March/early April 2016.

**RECOMMENDATIONS (4)****DUE DATES****That Council:**

- |  |                    |
|--|--------------------|
| <b>1. Notes the list of prioritised energy efficiency options with payback of less than five years (Appendix 1) and the list of all identified energy efficiency opportunities (Appendix 2);</b> | <b>23 Feb 2016</b> |
| <b>2. Endorses the 12 priority options with a payback of less than five</b>  | <b>23 Feb 2016</b> |

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<sup>1</sup> Payback = a simple payback calculated by dividing total project costs by annual cost savings.

**years for further consideration;**

- 3. Notes that funding of up to \$7,000 for the development of a detailed staged implementation program will be sourced from savings in the 2015/16 budget;** **23 Feb 2016**
  
- 4. Notes a report will be brought back to Council in April 2016 outlining the staged implementation plan, project budget and whole of life costs for the 12 priority options** **26 Apr 2016**

## **BACKGROUND**

At the 22 September 2015 General Council meeting (GC220915R03) it was resolved that Council:

*“Allocates approximately \$10,000 from identified savings resulting from the 2014/15 financial year to review and update previous audit reports and develop a program of works to improve the energy efficiency of key Council buildings.”*

A suitably qualified consultant was engaged to review existing information and current practices and audit major facilities and/or gather further data to identify and quantify costs and benefits of opportunities for energy savings and emission reductions (with reference to the carbon management hierarchy – avoid, reduce, switch, offset).

Council’s four highest energy consuming buildings were included in the review:

- Administration Building, 245 Sturt Road, Sturt
- Marion Cultural Centre, 287 Diagonal Road, Oaklands Park
- Marion Swimming Centre (outdoor pool), Hendrie Street, Park Holme
- Park Holme Library, 1 Duncan Avenue, Park Holme

The new City Services and Cove Civic Centre were not included in this review as they had only been in operation for a few months prior to the commencement of this project. A review of their energy performance could be included in any future project.

## **ANALYSIS:**

This initial stage of the energy efficient council buildings project included a review of previous audit reports, site assessments, and analysis of electricity demand and load profiles.

A number of energy efficiency opportunities were identified for the four sites within the scope of the study. These opportunities primarily relate to lighting upgrades and improvements to HVAC (heating, ventilation and air conditioning) systems. All identified energy saving opportunities are listed in Appendix 2 along with indicative implementation costs and savings (financial, electricity use, greenhouse gas emissions).

As shown in Appendix 2, a number of the energy efficiency opportunities will require significant financial investment and will have long pay back periods if delivered in isolation. Paybacks range from more than 20 years to less than 1 year. Energy efficiency opportunities have been bundled together in some instances to improve efficiency of implementation and to deliver greater outcomes.

Total investment required to implement all opportunities is approximately \$1M with estimated annual savings of \$93,000, 230,000 kWh of electricity and 287 tonnes of carbon emissions. The costs and potential savings for the energy efficiency opportunities identified in this report are indicative only and based on 2014/15 data.

In order to narrow the list of opportunities and identify priorities for implementation a benchmark of five years payback has been used. Research has identified some councils

endorsing 5 – 7 year paybacks for energy efficiency projects and one council with a policy requiring any action with a payback of less than 10 years to be implemented immediately as part of their assets programs<sup>2</sup>.

All opportunities or groups of opportunities with a payback of less than five years are proposed as priorities for implementation. A summary of the twelve priority options that meet the five year payback is provided in Appendix 1.

Should Council resolve to proceed with this project, the suggested next steps are to develop a staged implementation program that will include:

1. Refine costings and technical details of priority options
2. Formal Tender/Specification Development.
3. Implementation of the selected project(s).
4. Measuring and verifying savings, reporting on outcomes.

The current building audit may provide some useful input into these steps.

Timing of the elements of this program may be dependent on Council's review of services and facilities. Information received through the Building Condition Audit process will also be used to identify further potential Council facilities where assessment of energy efficiency opportunities could be prioritised.

In the future, it is proposed that energy efficiency improvements be built into an ongoing program of facility renewal and regeneration. This will be a consideration through the preparation of the Building Renewal Plans.

**Consultation:** In preparing the list of energy saving opportunities, the consultant conducted site visits and met with site managers at each of the facilities. Staff from the City Property team also contributed to this process.

**Financial Implications:** Total estimated cost to implement all of the 12 priority energy efficiency options is approximately \$107,000 and is not allocated within existing budgets or the Long Term Financial Plan. Should Council resolve to proceed with delivery of all or some of the priority energy efficiency options additional funds will be required. More refined costings will be developed in the proposed staged implementation plan.

External grant opportunities and funding assistance options will be pursued where possible.

**Resources (Capacity) Impact:** The next stage of this project is to develop a detailed staged implementation program (as per dot points 1 and 2 above). It is estimated that approximately \$5,000-\$7,000 will be required for this process, depending on the number of projects to be delivered.

Should Council resolve to progress with implementation, additional specialist energy technical and project management resources will be required. It is estimated this will be in the order of \$8,000, dependent on the number and type of options to be implemented. These costs will be considered as part of the proposed staged implementation plan and included in the report back to Council.

## **CONCLUSION:**

A review of energy usage and costs has been completed for four high energy using sites and a list of energy saving opportunities has been developed.

Energy saving opportunities or groups of actions with a payback of less than five years have been prioritised for further analysis and implementation, along with resources required to support this process.

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<sup>2</sup>City of Yarra 'Carbon Neutral Action Plan 2010 – 2015, page 6  
(<http://www.yarracity.vic.gov.au/environment/Energy-and-Emissions/> - accessed 4 Feb 2016)

It is proposed that a staged implementation plan is developed for Council consideration that includes project budget, timing and whole of life costs.

**ATTACHMENT(S):**

- 1. Energy Efficient Buildings Project – Summary of Priority Options**
- 2. Energy Efficient Buildings Project – All Identified Opportunities**

## GC230216R – APPENDIX 1: Energy Efficient Buildings Project – Summary of Priority Options

Site	Energy Efficiency Opportunities	Total Project Cost (\$) <sup>1</sup>	Annual Cost Savings (\$)	Simple Payback (Years)	Energy Savings (kWh)	Emissions Savings (t/CO <sub>2</sub> -e)
<b>Administration Building</b>						
	Lighting – includes: <ul style="list-style-type: none"> <li>- Rationalising lighting</li> <li>- Sensor lighting controls</li> <li>- Exterior lighting upgrade</li> </ul>	\$41,400	\$8,423	4.9	30,158	20
	<b>Total – Administration Building</b>	<b>\$41,400</b>	<b>\$8,423</b>	<b>4.9</b>	<b>30,158</b>	<b>20</b>
<b>Marion Cultural Centre (MCC)</b>						
	HVAC <sup>2</sup> – includes: <ul style="list-style-type: none"> <li>- Upgrade out-dated building management system (BMS)</li> <li>- Review and possibly upgrade Gallery M humidity and temperature controls</li> </ul>	\$29,600	\$8,001	3.7	35,682	23.2
	Lighting – includes: <ul style="list-style-type: none"> <li>- Gallery M stalk lighting upgrades</li> <li>- Gallery M hi-bay lighting upgrade</li> <li>- Replace halogen lighting with LED</li> </ul>	\$12,433	\$5,309	2.3	26,320	17.1
	Other – includes: <ul style="list-style-type: none"> <li>- Power factor correction</li> <li>- Demand reset based on usage patterns</li> </ul>	\$7,550	\$11,805	0.6	-	-
	<b>Total – Marion Cultural Centre</b>	<b>\$49,583</b>	<b>\$25,115</b>	<b>2.0</b>	<b>62,002</b>	<b>40</b>
<b>Park Holme Library (PHL)</b>						
	HVAC – includes: <ul style="list-style-type: none"> <li>- Retro-fit economy dampers</li> </ul>	\$10,000	\$3,386	3.0	11,353	7.4
	Lighting – includes: <ul style="list-style-type: none"> <li>- Replacement fluorescent tubes with LED fittings</li> </ul>	\$5,906	\$1,903	3.1	6,379	4
	<b>Total – Park Holme Library</b>	<b>\$15,906</b>	<b>\$5,289</b>	<b>3.0</b>	<b>17,732</b>	<b>11.4</b>
<b>Grand Total</b>		<b>\$106,889</b>	<b>\$38,827</b>	<b>2.8</b>	<b>109,892</b>	<b>71.4</b>

<sup>1</sup> Project costs and savings, energy savings and emissions savings are indicative only - more detailed and market testing will be required

<sup>2</sup> HVAC = Heating, Ventilation and Air Conditioning

## GC230216R – APPENDIX 2: Energy Efficient Buildings Project – All Identified Opportunities

Site	Energy Efficiency Opportunities	Total Project Cost (\$) <sup>1</sup>	Annual Cost Savings (\$)	Simple Payback (Years)	Energy Savings (kWh)	Emissions Savings (t/CO <sub>2</sub> -e)
<b>Administration Building</b>						
- Annual electricity consumption <sup>2</sup> = 492,764 kWh						
- Annual electricity cost <sup>2</sup> = \$126,000						
	HVAC <sup>3</sup> – includes:					
	- Staged upgrade of air-conditioning system and infrastructure (replace package units like for like; slab insulation; replace duct work; economy cycle actuation)	\$697,000	\$39,624	17.5	57,668	174.8
	- Air locks at entry points (as part of any future upgrade plan)	\$33,000	\$1,643	20.1	5,510	3.6
	<b>Total – HVAC</b>	<b>\$730,000</b>	<b>\$41,268</b>	<b>17.7</b>	<b>63,178</b>	<b>178.4</b>
	Lighting – includes:					
	- Rationalising lighting (to address over-lighting in some areas)	\$18,000	\$4,739	3.8	15,887	10.3
	- Sensor lighting controls (daylight sensing and dimmer controls)	\$22,000	\$3,475	6.3	11,650	7.6
	- Exterior lighting upgrade (fast track replacement of metal halide lamps with LEDs)	\$1,400	\$209	6.7	2,621	1.7
	<b>Total – Lighting</b>	<b>\$41,400</b>	<b>\$8,423</b>	<b>4.9</b>	<b>30,158</b>	<b>19.6</b>
<b>Total – Administration Building</b>		<b>\$771,400</b>	<b>\$49,692</b>	<b>15.5</b>	<b>93,336</b>	<b>198</b>
<b>Marion Cultural Centre (MCC)</b>						
- Annual electricity consumption = 449,969 kWh						
- Annual electricity cost = \$106,810						
	HVAC – includes:					
	- Upgrade out-dated building management system (BMS) to improve overall efficiency	\$28,000	\$6,154	4.5	27,446	17.8
	- Review and possibly upgrade Gallery M humidity	\$1,600	\$1,847	0.9	8,235	5.4

<sup>1</sup> Project costs and savings, energy savings and emissions savings are indicative only - more detailed and market testing will be required

<sup>2</sup> Annual electricity consumption and cost is 2014/15 data for all sites

<sup>3</sup> HVAC = Heating, Ventilation and Air Conditioning

Site	Energy Efficiency Opportunities	Total Project Cost (\$) <sup>1</sup>	Annual Cost Savings (\$)	Simple Payback (Years)	Energy Savings (kWh)	Emissions Savings (t/CO <sub>2</sub> -e)
	<i>and temperature controls (further mechanical services advice required to identify most appropriate approach)</i>					
	<b>Total – HVAC</b>	<b>\$29,600</b>	<b>\$8,001</b>	<b>3.7</b>	<b>35,682</b>	<b>23.2</b>
	Lighting – includes:					
	- Gallery M stalk lighting upgrade	\$4,620	\$2,166	2.1	12,879	8.4
	- Gallery M hi-bay lighting upgrade	\$2,550	\$1,312	1.9	5,850	3.8
	- Replace 25W halogen lighting with LED throughout the Centre	\$2,713	\$519	5.2	1,741	1.1
	<b>Total – Lighting</b>	<b>\$12,433</b>	<b>\$5,309</b>	<b>2.3</b>	<b>26,320</b>	<b>17.1</b>
	Other – includes:					
	- Power factor correction	\$7,400	\$4,499	1.6	-	-
	- Demand reset based on usage patterns	\$150	\$7,306	0	-	-
	<b>Total – Other</b>	<b>\$7,550</b>	<b>\$11,805</b>	<b>0.6</b>	<b>-</b>	<b>-</b>
	<b>Total – Marion Cultural Centre (MCC)</b>	<b>\$49,583</b>	<b>\$25,115</b>	<b>2.0</b>	<b>62,002</b>	<b>40.3</b>
	<b>Marion Swimming Centre (MSC)</b>					
	- Annual electricity consumption = 93,762 kWh					
	- Annual electricity cost = \$21,000					
	Lighting – includes:					
	- Upgrading outdoor flood lighting to LED	\$2,800	\$157	17.8	1,966	1
	<b>Total – Lighting</b>	<b>\$2,800</b>	<b>\$157</b>	<b>17.8</b>	<b>1,966</b>	<b>1</b>
	Pumping – includes:					
	- Resetting overnight recirculation rates	\$12,000	\$1,422	8.4	17,796	12
	<b>Total – Pumping</b>	<b>\$12,000</b>	<b>\$1,422</b>	<b>8.4</b>	<b>17,796</b>	<b>12</b>
	<b>Total – Marion Swimming Centre (MSC)</b>	<b>\$14,800</b>	<b>\$1,579</b>	<b>9.4</b>	<b>19,761</b>	<b>13</b>
	<b>Park Holme Library (PHL)</b>					
	- Annual electricity consumption = 107,187 kWh					
	- Annual electricity cost = \$29,000					
	HVAC – includes:					

Site	Energy Efficiency Opportunities	Total Project Cost (\$) <sup>1</sup>	Annual Cost Savings (\$)	Simple Payback (Years)	Energy Savings (kWh)	Emissions Savings (t/CO <sub>2</sub> -e)
	- Staged upgrade of air-conditioning plant (now at end of useful life)	\$136,000	\$8,297	16.4	27,815	18.1
	- Retro-fit economy dampers to improve system efficiency	\$10,000	\$3,386	3.0	11,353	7.4
	- Direct digital system control to avoid over heating or over cooling (to be considered at time of replacing mechanical plant)	\$10,000	\$3,048	3.3	10,218	6.6
	<b>Total – HVAC</b>	<b>\$156,000</b>	<b>\$14,731</b>	<b>10.6</b>	<b>49,386</b>	<b>32.1</b>
	Lighting – includes:					
	- Replacement of approx. 150 fluorescent tubes with LED fittings	\$5,906	\$1,903	3.1	6,379	4.1
	<b>Total – Lighting</b>	<b>\$5,906</b>	<b>\$1,903</b>	<b>3.1</b>	<b>6,379</b>	<b>4.1</b>
	<b>Total – Park Holme Library</b>	<b>\$161,906</b>	<b>\$16,634</b>	<b>9.7</b>	<b>55,764</b>	<b>36.2</b>
	<b>Grand Total</b>	<b>\$997,689</b>	<b>\$93,019</b>	<b>10.7</b>	<b>230,864</b>	<b>287.5</b>



**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Ann Gibbons, Environmental Sustainability Manager  
Neil McNish, Economic Development Manager

**Manager:** Fiona Harvey, Manager Innovation and Strategy

**General Manager:** Abby Dickson, General Manager, City Development

**Subject:** Community Energy Project – Solar Options for Marion

**Report Reference:** GC230216R05

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**REPORT OBJECTIVES:**

The report provides the outcomes of investigations into the feasibility of a solar farm and installation of solar panels on Council buildings, with recommendations for implementation.

**EXECUTIVE SUMMARY:**

Following a facilitated discussion on community renewable energy options for Marion at the 17 November 2015 Elected Members' Forum it was resolved at the 24 November 2015 General Council meeting (GC241115R05) that further investigation into the feasibility of preferred options be undertaken.

The resultant consultant's report (Appendix 1) assesses three different solar power options against the prioritised objectives and key attributes agreed by Council:

Option A – Solar Panels on Council buildings

Option B – Power Purchase Agreement with local solar generator

Option C – Large Scale Solar Farm

The consultancy report recommends Option A as the preferred option following high level assessment of financial performance of the three options and analysis against key outcomes set by the 2 June 2015 Strategic Directions Committee and success criteria developed at the 17 November 2015 Elected Member's Forum.

**RECOMMENDATIONS (4)**

**DUE DATES**

**That Council:**

- |   |                     |
|---|---------------------|
| <b>1. Notes the Solar Power Options report prepared by The Energy Project (Appendix 1);</b>   | <b>23 Feb 2016</b>  |
| <b>2. Approves Option ____ for further detailed business case analysis;</b>   | <b>23 Feb 2016</b>  |
| <b>3. Notes a report will be brought to Council detailing the process and the funding required to develop a business case for the recommended option;</b> | <b>22 Mar 2016</b>  |
| <b>4. Seeks the Strategy Committee's input into the project.</b>  | <b>5 April 2016</b> |

## BACKGROUND

At the 24 November 2015 General Council meeting (GC241115R05) it was resolved that Council:

*“Allocate resources of up to \$4,000 from within existing budgets to further investigate the feasibility (cost, risk, benefit, etc.) of:*

- *A solar farm at a site to be determined;*
- *Installation of solar PV on Council buildings.”*

The Energy Project consultancy was engaged to undertake this investigation.

## ANALYSIS:

The two options for solar power listed in the Council resolution above plus a third option for comparison purposes have been developed for consideration by Council (refer to Appendix 1). The three options utilise similar technology but are different in terms of ownership and contractual arrangements:

- Option A – Install numerous distributed solar power systems totalling 400kW in capacity across Council-owned properties. A Distributed Power Plant (DPP) costing approximately \$600,000 that reduces electricity from the grid by an estimated 26%.
- Option B – Purchase solar power from a local solar generator under a long-term (>10 years) Power Purchase Agreement (PPA). The example used is 400 kW of the proposed solar array atop the Tonsley Development<sup>1</sup>. This would contribute an estimated 29% of demand by ‘wheeling’ this solar power across the grid to Council sites.
- Option C – Council develops (alone or with others) a large scale solar farm at a brownfield or greenfield site. In the example used, the solar farm has a 10 MW capacity. Council would have a stake in developing this proportion to its energy needs. For comparison, the costs and benefits have been modelled at 400kW and a larger stake of 1,000 kW (1MW). This would contribute an estimated 34% of demand at 400kW (or 53% at 1,000kW) by ‘wheeling’ this solar power across the grid to Council sites.

Each option has each been assessed against the five prioritised objectives agreed at the 2 June 2015 Strategic Directions Committee meeting and the nine attributes for a successful renewable energy project identified at the 17 November Elected Members’ Forum.

The five prioritised objectives are:

1. Increase energy efficiency
2. Make money for Marion
3. Reduce energy consumption
4. Reduce Consumption
5. Save ratepayers money

The nine attributes for a successful renewable energy project are:

1. Leverages investment from others
2. Minimises Council's exposure to financial and market risks
3. Is cost effective
4. Involves manageable administration effort
5. Engages the community
6. Contributes to Tonsley reaching its full potential

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<sup>1</sup> This option is presented as a concept only and has NOT been discussed with either the Tonsley redevelopment team or with Origin Energy (the proponents of the Tonsley roof top solar project).

7. Minimises Council's exposure to technology risks
8. Fosters innovation and can be linked to research and development opportunities
9. Contributes to economic development within the City of Marion

The assessment shows that:

- Option A:
  - Results in a reduction in electricity costs for Council thereby reducing future costs to Council and ratepayers;
  - Relatively straight forward procurement process with little risk using currently available technology.
- Option B:
  - No up-front capital investment required from the City of Marion however overall financial performance is lower than for the other 2 options;
  - Similar to Option A however electricity is generated off-site and purchased through a long-term contract that may restrict future choice of retailer or remaining demand.
- Option C:
  - Greatest potential for overall impact and 'icon' value, with some opportunity for innovation although this will become increasingly difficult as the list of ARENA funded projects grows;
  - Higher risk option that will require significant administrative effort and longer timelines to deliver outcomes;
  - Will require significant stakeholder engagement.

**Financial Implications:** The investment in any of the proposed options would be a significant one by Council. The report presented on three options provides a high level analysis of the feasibility, risks, costs and community impacts, however further comprehensive business case analysis is required, including whole of life costs, to support a decision to implement any of the options.

Should Council resolve to proceed with delivery of any of the solar power options presented in this report additional funds will be required.

External grant opportunities and funding assistance options will be pursued where possible.

The development of a detailed business case including implementation and whole-of-life costs for the preferred option will require funding. The quantum of funding will vary depending on the option selected.

**Resources (Capacity) Impact:** While coordination of the project can be realised using existing resources in the Environmental Sustainability team and Economic Development department, additional specialist technical and project management resources will be required. The nature of this support will vary depending on the project to be delivered.

Given the complexity of the project and the significant investment required to implement a preferred option, further detailed financial, risk and resource impact analysis is recommended. The Strategy Committee, at its meeting on 4 February 2016, considered the priority for community energy as a key agenda item for its work program, which aligns with its Terms of Reference. Therefore it is proposed that the project be referred to the Strategy Committee for further consideration and analysis. The Strategy Committee has listed this item on its indicative work program for its 5 April 2016 meeting.

**CONCLUSION:**

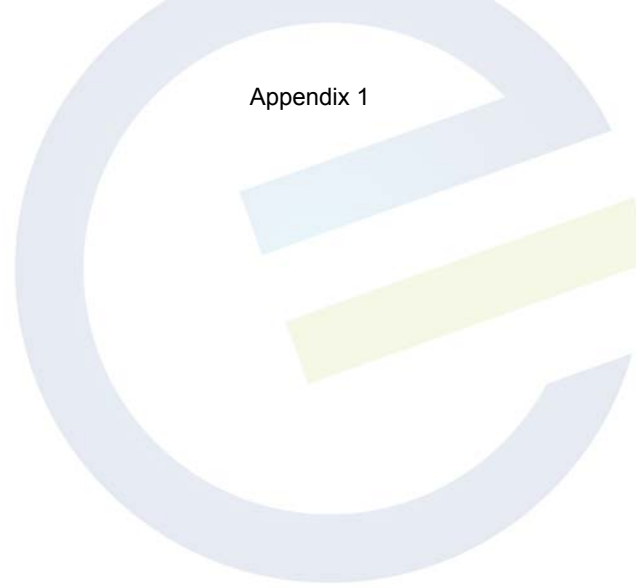
Following the facilitated discussion on renewable energy options for Marion at the 17 November 2015 Elected Members' Forum further investigation into the feasibility of three solar power options has occurred.

Based on this high level analysis, Option A emerges as the preferred option based on financial performance and on assessment against key outcomes set by the 2 June 2015 Strategic Directions Committee and success criteria developed at the 17 November 2015 Elected Member's Forum.

Given the complexity of the project and the significant investment required to implement a preferred option it is proposed that input from the Strategy Committee be sought as part of this project.

**APPENDICES:**

1. 'City of Marion – Solar Power Options' paper prepared by The Energy Project



City of Marion

**Solar Power Options Review – Final Report**

07 February 2016

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## 1 Introduction and Summary

The City of Marion (CoM or *Council*) is investigating a range of energy and greenhouse emission reduction initiatives. As part of this, this report provides a high level comparison of key options for the City of Marion to meet an increased amount of its electricity needs from solar power.

At a workshop in November 2015, Elected Members developed a set of 'success criteria' for a significant solar power initiative. The aim of this paper is to canvass three different options for Council.

The appropriate scale of solar is determined by Council's overall electricity consumption which, excluding street lighting, has been estimated at 2.2million kWh per annum. For the purposes of this report, it is assumed that energy efficiency projects will reduce this load by approximately 10% to 2 million kWh per annum.

The three options utilise similar technology but are different in terms of ownership and contractual arrangements:

- Option A – Numerous distributed solar power systems totaling 400kW in capacity located at Council-owned properties: A Distributed Power Plant (DPP) worth around \$0.6m that reduces electricity from the grid by an estimated 26%.
- Option B – Purchase solar power from a local solar generator under a long-term (>10 years) Power Purchase Agreement (PPA). The example used is 400 kW of the proposed solar array atop the Tonsley Development<sup>1</sup>. This would contribute an estimated 29% of demand by 'wheeling' this solar power across the grid to Council sites.
- Option C – Council develops (alone or with others) a large scale solar farm at a brownfield or greenfield site. In the example used, the solar farm has a 10 MW capacity. Council would have a stake in developing this proportion to its energy needs. For comparison, the costs and benefits have been modelled at 400kW and a larger stake of 1,000 kW (1MW). This would contribute an estimated 34% of demand at 400kW (or 53% at 1,000kW) by 'wheeling' this solar power across the grid to Council sites.

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<sup>1</sup> <http://www.tonsley.com/article/view/19> "ZEN is a partner in the project for specialist works. Origin will own the solar system and its electricity output, which will be retailed to businesses within the development. Origin Chief Executive Officer Energy Markets, Frank Calabria, said the company was delighted to be named preferred partner for the innovative Tonsley project, which will see Origin build, own, and retail the electricity generated by the 3MW solar array."

In terms of financial performance (as shown in Table 1), Option A is the only option expected to result in a reduction in electricity costs for Council.

Option	Future electricity costs NPV over 15 years	Change from Base Case	Up-front CapEx by CoM	Estimated solar contribution to total metered demand	Change in electricity costs over 15 years
<b>Base Case</b>	\$ 4.6m	\$ -	\$ -		
<b>Option A</b>	\$ 4.1m	-\$ 0.5m	\$ 0.6m	26%	-11%
<b>Option B</b>	\$ 4.8m	+\$ 0.2m	\$ -	29%	+4%
<b>Option C (400kW)</b>	\$ 4.6m	\$ -	\$ 1.1m	34%	0%
<b>Option C (1MW)</b>	\$ 5.7m	+\$ 1.1m	\$ 2.8m	53%	+24%
<b>Option C Total</b>			\$ 27.6m		

**Table 1: Summary of Financial Performance**

Unlike Option A, both Options B and C require the solar output to be:

- transported across the grid from where it would be produced to where it would be consumed – attracting a charge from SA Power Networks, and;
- ‘integrated’ into the balance of consumption procured via traditional retail electricity contracts and therefore attract charges for losses (approx. 7%), Australian Energy Market Operator (AEMO) fees and a retailer’s costs.

These two factors impose costs that outweigh the economies of scale achieved by the solar generator. Further, it is expected that both B and C will restrict choice of electricity retailer for the balance of consumption.

Option B represents a way of linking Council’s electricity needs to the Tonsley redevelopment. It would require very little administrative effort but is, however not particularly cost effective and would likely tie Council to the same retailer for a period of 10-15 years.

Option C represents the option of greatest scale and perhaps greatest scope for innovation. All recent funding announcements by the Australian Renewable Energy Agency (ARENA) for solar farms of this scale have incorporated some form of tracking technology for example. Attracting



funding support to the project would likely require further innovations or a different solar technology. However with this comes increased risks and a larger 'footprint' – such as an estimated land area of between 15 and 20 hectares) and construction and technology risks not present in the other options.

In summary, **Option A is the preferred option** of the three on financial performance and in terms of the 'success criteria' developed by Elected Members.

It should be noted however that the three options are not mutually exclusive – either B or C could complement initial investments under Option A at some future point in time. The relative financial performance of Options B and C may improve over time if low cost, localised 'transport' or 'wheeling' charges become available from SA Power Networks. A change to the National Electricity Rules that could lead so such localized charges is currently being considered by the Australian Energy Markets Commissions (AEMC)<sup>2</sup>.

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<sup>2</sup> ERC 0191 at <http://www.aemc.gov.au/Rule-Changes/Local-Generation-Network-Credits>

## 2 Option A

In this option, Council installs solar power systems on a number of its facilities creating a 400kW Distributed Power Plant.

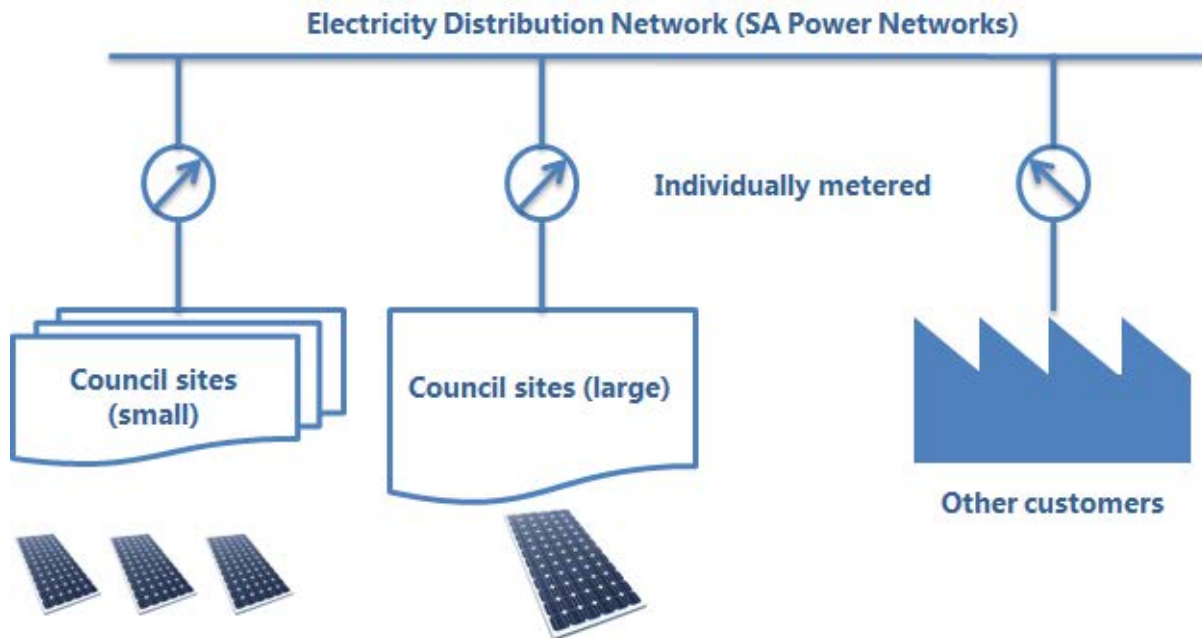


Figure 1: Option A

Option A seeks to avoid electricity consumption from the grid by installing solar power generation systems 'behind the meter' at various Council sites. Unlike the other options, each system reduces the metered load at each site, and therefore not only avoid wholesale energy costs but avoid all energy related charges billed in cents per kilowatt hour.

In order to estimate the amount of solar power that Council's current electricity consumption can harness – and therefore assess the optimum solar system size - the half-hourly electricity consumption profiles of Council's 7 'large market' sites have been reviewed. This review showed that roof space, rather than adequate load is likely to be the primary constraint. Based on this high level analysis, up to 400kW of solar could be installed and would achieve an 85% onsite utilization rate - i.e. only 15% of solar production would be exported to the grid and receive the relatively low wholesale price of around 6 cents per kWh.

A number of ownership options exist for this portfolio of solar power systems. Council could consider either enter a lease or a power purchase agreement (PPA) although the most cost

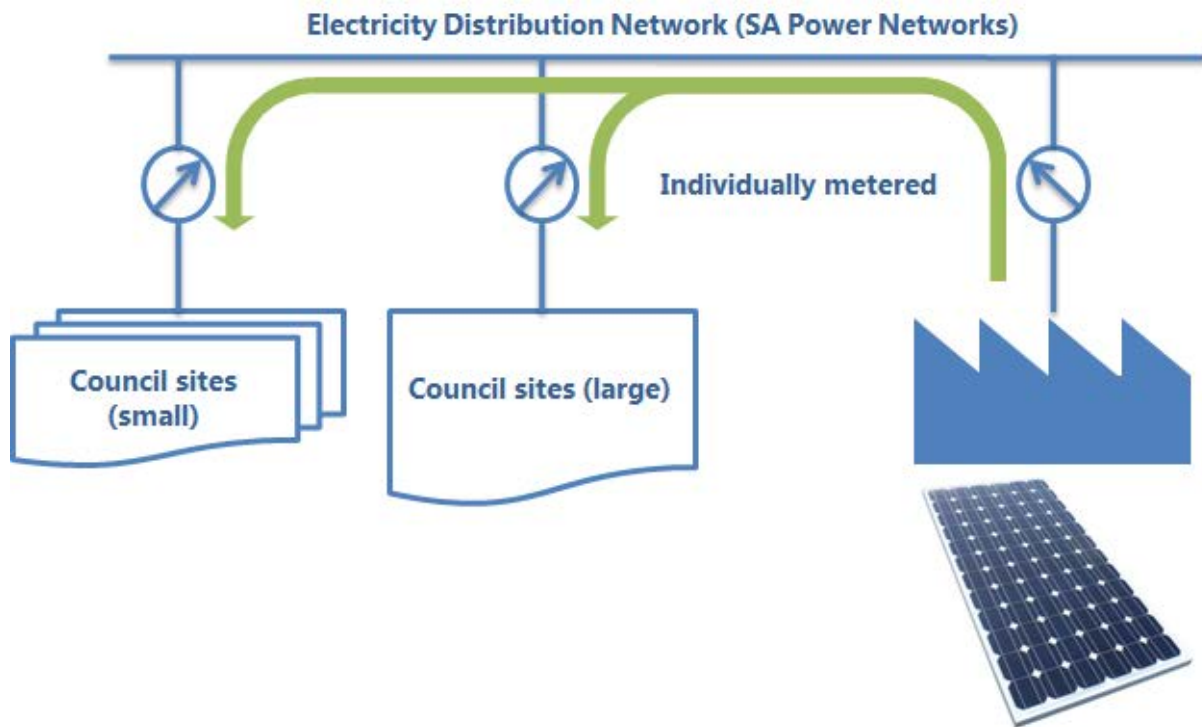
effective approach for an entity such as Council, with access to capital at relatively low interest rates, is outright ownership of the system via a competitive design and construct tender process.

Good quality, monitored Solar Power systems at these scales (<100kW) can be installed for costs in the order of \$2,000 per kW. This cost can be further reduced by the value of Renewable Energy Certificates to below \$1,300 per kW.

Option A therefore represents capital expenditure of around \$0.6m.

### 3 Option B

In this option, Council would offer to purchase the output of a 400kW solar power station located in the City of Marion. This could come from a single or multiple installations and would require an energy retailer to, in effect, aggregate the solar output and arrange to ‘transport’ that electricity to council sites. This transport does not involve the physical delivery of the solar output to council’s sites but it is reflected in the settlement of the electricity market by what’s known as a ‘wheeling’ of the power by Council’s electricity retailer<sup>3</sup>. An obvious example is the proposed solar array atop the Tonsley Development. The proponent of that project is Origin Energy. Conveniently they are also Council’s current electricity retailer but this option has NOT been discussed with them and is presented as a concept only.



**Figure 2: Option B**

The key difference from Option A is that the solar power is generated ‘off-site’ and incurs a cost of ‘wheeling’ that power to the customer sites. These ‘wheeling’ charges include SA Power

<sup>3</sup> The ‘transport’ occurs in the sense that supply and demand can be reconciled by the metering installed at the respective sites. Council’s retailer would ‘net off’ Council’s demand from that produced by the Solar Power System across each of the half-hourly trading intervals in the National Electricity Market.

Networks standard network tariffs. These tariffs do not currently reflect location and so the cost is the same as the cost of transporting electricity to these same sites from anywhere on the grid – a local generator is at no particular price advantage. These charges also include losses (approx. 7%), Australian Energy Market Operator (AEMO) fees and retailer's costs.

Another difference from Option A is that since Council's retailer would be able to 'net off' the solar power from any Council site with the appropriate metering, Council sites would be able to use almost all (estimated 95%) of the solar output<sup>4</sup> – compared to 85% in Option A<sup>5</sup>.

However, this option also requires entering into long terms contracts that will likely restrict Council's ability to exercise its choice of retailer for the balance of consumption.

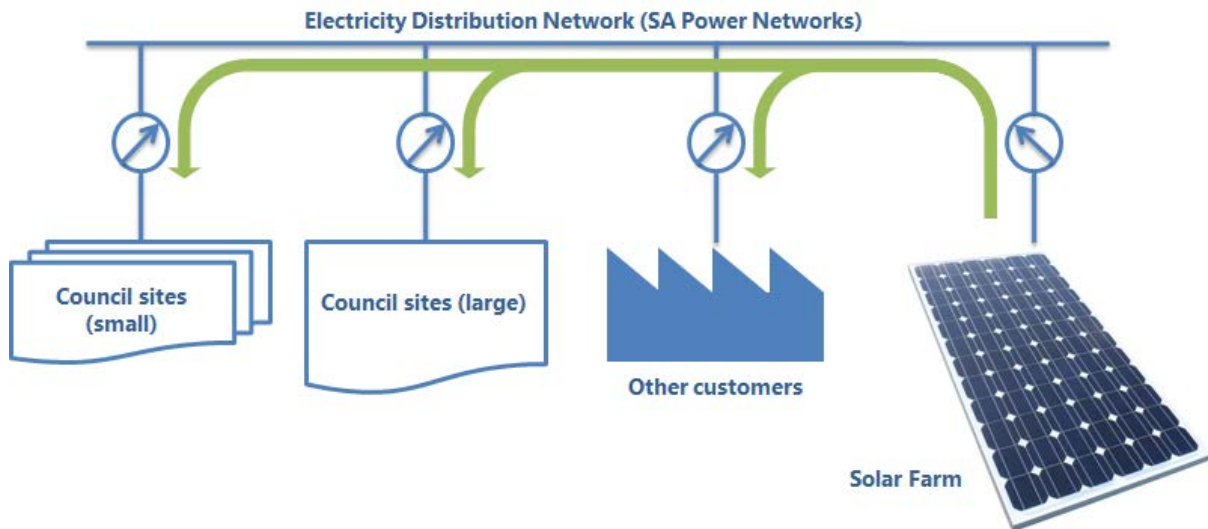
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<sup>4</sup> Assumes that enough sites have an electricity meter capable of recording half-hour intervals

<sup>5</sup> In principle, this also implies that of the 15% unable to be consumed at the sites where solar is installed, 10% is able to be consumed at other council sites. Under traditional arrangements, the exported solar is paid the ESCOSA determined Retailer Feed-in Tariff. For 2016 this is 6.8 c/kWh. Netting off consumption at these other sites would have greater value to Council but would require a bespoke arrangement with Council's Electricity Retailer.

## 4 Option C

This option shares many attributes with Option B except it involves Council being a foundation developer of a large scale solar farm in or adjacent the City of Marion. For the purposes of this report, capital cost estimates are based on information provided to Council from a potential developer and public announcements of co-funding by the Australian Renewable Energy Agency (ARENA) for solar projects of similar scales.



**Figure 3: Option C**

Of note is that the cost of larger scale solar facilities tends to be higher – per kW or MW of rated capacity - than rooftop solar. This is due to a range of factors including the cost of dedicating land to a ground mounted project, transformer infrastructure, civil engineering works and higher reticulation costs compared to mounting a solar system on an existing rooftop and utilising existing electrical infrastructure. However, solar projects at this scale often utilise tracking and other technologies that increase energy yields well above what is achievable on rooftops (where fixed, flat panels are the most space and cost efficient approach).

Utility scale ground mount projects typically start at 5-10MW in order to overcome high standing costs of connection and other transaction costs such as land procurement, funding etc. Most of the projects funded by ARENA used as benchmarks for this report have involved single-axis tracking and have estimated yields that are around 50% more than a typical rooftop installation of the same nominal capacity. Prices for the modelling have been based on a scaled-down version

of the 'Barcaldine Remote Community Solar Farm' recently<sup>6</sup> funded by ARENA (and with \$20m in debt finance provided by the Clean Energy Finance Corporation (CEFC))<sup>7</sup>. Barcaldine is a 25MW project with a capital cost estimate of \$69m (\$2,760 per kW) and with an expected output of 2,240 kWh per kW installed. This compares to \$1,300 per kW and 1,540 kWh per kW installed in Option A.

The overall project would occupy between 15 and 20 hectares of land and is expected to cost in the order of \$28m. Unlike Option A, which would create Small Scale Technology Certificates (STCs) a project of this scale would create Large Generation Certificates (LGCs) under the Renewable Energy Target. LGCs are created each year based on measured output (one LGC = 1 MWh) and are currently trading at around \$70. STCs are deemed up-front (often as a discount off the purchase price) based on their contribution to the target out to 2030 and are currently trading at between \$35-\$40 each.

This would be a complex project that would be expected to take at least 2 years to develop and deliver electricity. Such a project would require off-take agreements with other parties (Council would be in the order of 4-10% only) and would be exposed to the technology, commercial, project development and commercial risks associated with any other merchant generation facility in Australia. Such projects are almost universally funded using Project Finance approaches and investors traditionally expect a rate of return on Project Risks well in excess of Council's likely cost of capital for funding an approach such as Option A. In our experience, such projects need to generate internal rates of returns in the order of 12-14% to satisfy investor risk whereas Council's weighted average cost of capital is expected to be well below 10%. Increasing Council's off-take from 400kW (matching the other options) by a factor of 2.5 to 1,000 kW has also been modelled (Table 1). As can be seen this extra capacity only increases the proportion of Council's electricity needs met from solar by a factor of 1.6 (from 34% to 53%) and highlights the need to base the appropriate scale of solar on Council's existing consumption patterns.

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<sup>6</sup> 09 December 2015

<sup>7</sup> <http://arena.gov.au/project/barcaldine-remote-community-solar-farm/>

## 5 Assessment

The options have been compared both qualitatively and quantitatively.

The **quantitative** analysis has involved creating a simple model of the City of Marion's energy consumption patterns and of the typical output of a flat panel and tracking solar power systems in Adelaide.

The model of CoM consumption is based on half-hourly interval data for the seven 'large market' sites. In order to simulate the half-hourly consumption profile of the combine portfolio of council sites, these individual profiles were then combined and scaled so as to match the total annual consumption recorded at Council sites. For the purposes of this analysis, this total does not include the electricity consumption for streetlighting. Separate initiatives are underway to address the efficiency and cost of streetlighting.

The energy model then incorporates a typical year of solar PV outputs (again at half hour intervals) as well as electricity pricing information and estimates of capital costs in order to generate a 15-year time series of cashflows for each solar option as well as a base case of Council continuing to purchase from the grid. These cashflows are then discounted back to Net Present Values (NPV) for comparison at different discount rates. The output of the model is then used for the financial performance comparisons discussed in the more detail in the following section of this report.

The **qualitative** analysis is based on the key outcomes set by the Strategic Directions Committee when it prioritised Community Energy Opportunities as well as the prioritised 'success criteria' developed at the Elected Member Workshop on November 17<sup>th</sup> 2015.

Table 2 (overleaf) identifies the option 'most likely' to deliver the outcome or achieve the attributes of success as well as some commentary for each option.



Attributes		Most likely?	Option A	Option B	Option C
1	Leverages investment from others	C	Attracts support under the National Renewable Energy Targets (STCs) worth approx. 40% of the capital cost but unlikely to attract other funding.	The nature of the PPA means that no capital contribution is required from Council. However, at this scale it does represent a commitment to around \$1.7m in future costs	Attracts support under the RET. The scale at which this is cost effective is beyond the needs of the CoM alone. Some evidence of ARENA grant funding and CEFC debt facilities for projects of this scale. MUST offer something new or innovative to attract funding.
2	Minimises Council's exposure to financial and market risks	A	Solar power systems can be installed using existing procurement processes. Allows for the <b>incremental</b> deployment of capital and the <b>diversification</b> of risks	A PPA is a financial instrument just like an electricity contract but extends over, typically, 15 years (or more). Low or no escalation can provide a hedge against future grid electricity prices. Economic performance is exposed to any changes to the 'transport charge' over the life of the project. Restricts ability to choose separate retailer for balance of consumption.	As a foundation partner, Council would be exposed to project development and commercial risks. Council may be exposed to construction delays that result in capital being spent without the electricity production that provides an economic return. Economic performance is exposed to any changes to the 'transport charge' over the life of the project Restricts ability to choose separate retailer for balance of consumption.
3	Is cost effective	A	At current market prices, this option is cost effective up to a real-terms discount rate of around 12%	This option is not cost effective at current estimates of PPA prices and estimates of transport charges. However, consideration could still be given to approaching Origin Energy.	Even at a scale of 10MW that shares risks and costs amongst others, this project is unlikely to become cost-effective. However this is dependent on a number of variables. Grant funding would substantially de-risk the project and improve its cost effectiveness. See Attribute 1.
4	Involves manageable administration effort	B	Option A can be considered to be a relatively straight forward procurement exercise. The solar market is highly competitive and providers are used to meeting local government tender requirements.	Option B would represent an adjunct to existing electricity retail contracts and can be expected to require comparable resources to electricity contract negotiations. Once established though there is little expectation of ongoing administrative effort.	The administrative effort involved hinges on the extent to which Council would need to 'drive' the project to attract the partners for it to be executed as scale. However, this option involves a project development timeline likely to exceed 2 years and require significantly more administration effort than other options in order to manage the inherent risks..

5	Engages the community	all	Rooftop solar installations are now more common and consequently no longer capture as much public interest. However, this option is sufficiently cost effective to enable COM to incorporate one or more 'iconic' installations that would have higher than average costs of installation and still meet a reasonable investment hurdle rate.	The potential to engage the community is tied to the broader engagement potential of the Tonsley redevelopment.	Option C would be the most visible of the options and likely to have the most 'icon' value – although it may not be in the CoM boundary. Arguably has the most potential to require local manufacturing during construction. However the direct scale is relatively small and the impact of this may not be long lived or that material.
6	Contributes to Tonsley reaching its full potential	B	This Option does not make a material contribution to Tonsley	This Option could specifically target Tonsley as the host site for Council's solar - making Council a 'virtual tenant' of the development and further contributing to the sites potential.	The potential for this option to contribute to Tonsley would largely depend on any spin-off opportunities that might arise (the direct scale is relatively small) from the mounting and tracking hardware.
7	Minimises Council's exposure to technology risks	B	This option allows for incremental investment over time and to diversify exposure to particular suppliers.	The nature of the PPA is that technology risks fall squarely on the counterparty - the solar provider. Council only pays for the solar output when it is available. However, most solar PPA's are 'take or pay' contracts in that if Council doesn't have the load, they still have to buy the solar output.	Arguably, the tracking technology employed at a solar farm is inherently 'riskier' than a fixed roof-top installation and will have higher operating and maintenance costs but this would likely be effectively managed through procurement contracts. The biggest risk is probably the 'once off' nature of the project. Council would be tied to the project for a significant period of time
8	Fosters innovation and can be linked to research and development opportunities	C	This option is probably the most 'mainstream' of the three. With that comes little opportunity for substantial R&D	Again, the potential links to R&D are tied to that of the broader Tonsley Redevelopment. There are no significant technology innovations necessarily tied to the project.	This option provides the greatest opportunity for technology innovation. However, the list of projects funded by ARENA is growing and there are less and less opportunities to develop a unique project that might attract R&D funding or support. The direct scale is relatively small and the impact of this may not be long lived or that material.
9	Contributes to economic development within CoM	-	The project could be designed to maximise the amount of installation work performed by local contractors. The direct scale is relatively small and the impact of this may not be long lived or that material.	Again, the potential contributions to economic development are tied to that of the broader Tonsley Redevelopment.	This option arguably has the most potential to require local manufacturing and therefore contribute directly to the local economy. However, council will require other partners (such as adjacent councils) and this may dilute the direct benefits to the CoM.

Outcomes		Most likely?	Option A	Option B	Option C
1.	Increase energy efficiency	A	By placing the source of solar generation at the points of consumption, Option A is arguably the most 'efficient' option. This option also encourages management of demand to maximise self-consumption of solar and minimise network charges. Options B and C are inherently reliant on the grid.	The nature of a typical PPA is 'take or pay' - the customer agrees to pay for all of the output of the solar power system for a long period of time. Making the most of the arrangement means maintaining reliance on the grid and exposure to future network charges – counter to the objectives of energy efficiency.	Similar to Option B, making the most of the upfront investment means maintaining reliance on the grid and exposure to future network charges– counter to the objectives of energy efficiency.
2.	Make money for Marion	A	Option A can be considered to be the most likely to reduce future electricity costs	The nature of this option is that it is more likely to hold electricity costs at current levels than materially reduce them	This option has the potential to scale significantly but given the relative uncertainties would likely require substantial grant funding (c20%) to justify the risks
3.	Reduce energy consumption	A	Option A provides an incentive to reduce energy consumption	Option B does not provide an incentive for energy conservation	Option C does not provide an incentive for energy conservation
4.	Reduce Consumption	-	Arguably, all options involve increases in material flows and embodied energy	Arguably, all options involve increases in material flows and embodied energy	All options involve increases in embodied energy. Option C also involves the 'consumption' of around 1.5ha of land per MW.
5.	Save ratepayers money	A	To the extent that reducing future costs for Council is reflected in lower costs for ratepayers	This Option could conceivably be extended to ratepayers but most likely as a local GreenPower premium product rather than as lower cost electricity.	This Option could conceivably be extended to ratepayers but most likely as a local GreenPower premium product rather than as lower cost electricity.

**Table 2: Summary of Assessment against desired Attributes and Outcomes**

## 6 Assessment Summary

In order to summarise the assessment of the options, the 9 attributes and 5 outcomes of Table 2 have been consolidated in three broad categories:

- Energy and environmental performance
- Financial performance
- Value to the Community

Each of these is discussed further below:

### 6.1 Energy and environmental performance

There is little to distinguish between options A and B in terms of energy performance. They would both be based on standard flat-plate solar panels fixed to rooftops. Option C however has potential for a range of innovative technologies that could deliver higher yields (annual electricity output per kW of capacity installed) and this has been incorporated in the analysis. Option C is modelled as a scaled down version of the recently announced Barcaldine Solar Farm that tracks the sun across the day.

Options B and C are both impacted by losses over the local distribution network whereas Option A places the source of generation as close as practical to the source of demand.

In terms of environmental impact, other than the increased renewable energy production of Option C, the key difference between the options is the land requirements of Option C.

In terms of technology risks, Option C represents the greatest risks – an inevitable trade-off with the opportunity for innovation.

### 6.2 Financial performance

A quantitative comparison of financial performance between options has been achieved using Discounted Cash Flow (DCF) analysis of the three options. These are compared to the Net Present Value (NPV) of Council continuing to purchase its electricity entirely from the grid. In order to produce conservative estimates of savings, electricity prices have been modelled as escalating at the rate of inflation only.

Option	Future electricity costs NPV over 15 years	Change from Base Case	Up-front CapEx by CoM	Estimated solar contribution to total metered demand	Change in electricity costs over 15 years
<b>Base Case</b>	\$ 4.6m	\$ -	\$ -		
<b>Option A</b>	\$ 4.1m	-\$ 0.5m	\$ 0.6m	26%	-11%
<b>Option B</b>	\$ 4.8m	+\$ 0.2m	\$ -	29%	+4%
<b>Option C</b>	\$ 4.6m	\$ -	\$ 1.1m	34%	0%
<b>Option C (1MW)</b>	\$ 5.7m	+\$ 1.1m	\$ 2.8m	53%	+24%
<b>Option C Total</b>			\$ 27.6m		

**Table 3: Summary of Financial Performance**

Option A is the preferred option of the three on financial performance, as indicated in Table 3, and is the only option expected to result in a reduction in electricity costs for Council. The financial performance of Options B and C are quite sensitive to the cost of transporting electricity across the grid and are hence more exposed to SA Power Networks' network charges than Option A. On this basis, the estimates presented above are considered to be more likely to deteriorate than improve – current network charges (as used in the modelling for this report) are at a relative low point compared to recent years.

Option B has been included to meet the more qualitative criteria rather than on financial performance. Again, while financial performance at this point in time is materially behind other options, the option is considered sufficiently close to viable to potentially warrant further exploration.

Option C, the Solar Farm, has the greatest potential for overall impact but it represents a very different 'project' than the other options. It is at least 10 times larger and would have a significantly longer development time than the other options – years compared to months.

Consideration has also been given to risk. In this context, risk is taken as the effect of uncertainty on objectives – with the objective being the cost-effective meeting of Council's electricity needs

over future years. In this sense, solar power options are presented as a complement to Council's energy procurement, energy efficiency and energy management initiatives.

Option C is therefore considered to encompass the greatest uncertainty in financial performance and hence risk.

### 6.3 Community value

This assessment category considers the potential for each option to 'engage' the community and also the potential for each option to contribute to local economic development.

All three options have some potential in this regard. However, due to the nature of solar energy, the **direct** economic development potential is confined to the construction phase.

Option C would be the most visible of the options and likely to have the most 'icon' value. Arguably it also has the most potential to require local manufacturing – particularly if it involves tracking frames and associated hardware.

However, Option C would also need to be implemented at a scale that is more than to just meet the needs of the City of Marion. Other partners would need to be involved and this will inevitably dilute the local economic development potential.

Option C would need to be prefaced with a significant stakeholder engagement exercise. A recent guide to establishing community-based energy projects from the Victorian Government consolidates some very useful guidance in this regard<sup>8</sup>. Appendix B also provides some examples of community-owned energy projects. These projects engage with community members by providing an opportunity to invest.

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1.1 <sup>8</sup> "Guide to Community-Owned Renewable Energy for Victorians" [www.energyandresources.vic.gov.au/energy/sustainable-energy/community-energy](http://www.energyandresources.vic.gov.au/energy/sustainable-energy/community-energy)

## 7 Summary

In summary, Option A is the preferred option of the three on financial performance and is the option considered to best support Council's energy efficiency and energy conservation objectives for individual buildings and facilities.

Option C represents the option of greatest scale and greatest scope for innovation but with this comes a larger 'footprint' and a degree of risk not present in the other options.

Option B represents a way of linking Council's electricity needs to the Tonsley redevelopment. It would require very little administrative effort but is, however, not particularly cost effective and would likely tie Council to the same retailer for a period of 10-15 years.

## 8 Appendix A – Key Assumptions

**Note:** the analysis for this project was limited and should be interpreted as high-level estimates only. The level of analysis is NOT SUFFICIENT to base investment decisions and Council is advised to seek more detailed analysis before developing specifications or procurement documentation.

Barcaldine Solar Farm [www.arena.gov.au/project/barcaldine-remote-community-solar-farm](http://www.arena.gov.au/project/barcaldine-remote-community-solar-farm). As well as ARENA's contribution of \$22.8m, the Clean Energy Finance Corporation has provided \$20 million in debt finance to the \$69 million project.

Rooftop solar: Prices have been based on recent project experience (Adelaide Airport Limited 1.17MW Carpark Solar) and publicly available information obtained from Solar Choice [www.solarchoice.net.au/blog/category/installation-advice/solar-system-prices-2/residential-solar-system-prices/](http://www.solarchoice.net.au/blog/category/installation-advice/solar-system-prices-2/residential-solar-system-prices/)

SA Power Networks tariff schedule

2015/16 [http://www.sapowernetworks.com.au/centric/industry/our\\_network/network\\_tariffs.jsp](http://www.sapowernetworks.com.au/centric/industry/our_network/network_tariffs.jsp)

Electricity prices: \$0.12/kWh peak, \$0.06/kWh off-peak. Solar exports credited at \$0.06

Small-scale Technology Certificates (STCs) = \$35 ea

Large-scale Technology Certificates (LGCs) = \$70 ea



## 9 Appendix B – Emerging models for community owned energy

### **Campbelltown trial**

Campbelltown City Council has been supported by ARENA, the LGA and Renewables SA to demonstrate a financial and legal model that allows community ownership of a solar and energy efficiency investment through a cooperative. The project is targeted at investors who cannot install renewable energy on their own housing. The cooperative will raise capital and install systems on Council buildings with arrangements for the Council to then lease the system.

The initial proposal is a sports building. The solar system and energy efficiency investment is relatively small (<10kW), sized to suit the building needs. The Council receives lower priced energy at fixed rates resulting in immediate savings. At the end of the investment term, the solar panel will belong to the building. Council have de-risked the investment and given community owners a steady return.

The cooperative model is likely to be the simplest legal form. Under financial law, shareholder numbers can trigger reporting and fiduciary obligations.

One insight of the project is that centralised administrative and technical/legal expertise would allow projects to be established efficiently. A pipeline of community energy projects would be needed to sustain the central function.

Campbelltown is working through the various project challenges, including the introduction of demand based electricity rates, which have changed the project paybacks.

### **Sydney Convention Centre**

The Sydney Renewable Power Company has been established to install 520kW on the new International Convention Centre in Darling Harbour. The project has contracts in place but has not yet approached the public for fundraising, instead basing initial work on a loan from Embark which will be repaid after fundraising.

The community ownership will come through a standard share offer of ordinary shares to the public. The disclosure documents have not yet been developed, however one model for ensuring

community ownership is to limit the voting power of shares so that no individual shareholder can hold a majority vote.

### **Solar Gardens**

In Minnesota, USA, a popular model for community owned energy has been solar gardens. This model allows electricity users to own a solar panel that is not connected to their property. The energy from the solar panels is credited to their electricity bill. The solar garden is installed at a central location in the community.

This is particularly effective for householders with roofs that are unsuitable for solar power. It also makes sense to investors to get the benefit of their investment directly in electricity credits.

Any model that allows electricity to be credited from one location to another would require a rule change through the Australian Energy Market Commission (AEMC). There is currently a rule change process underway on this topic entitled Local Generation Network Credit. The rule change is proposed by Total Environment Centre, City of Sydney and the NSW Property Council and AEMC consultation is underway at the moment.

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Carol Hampton, Manager City Property  
**General Manager:** Abby Dickson, General Manager, City Development  
**Subject:** Poker Machines in Council operated facilities  
**Report Reference:** GC230216R06

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**REPORT OBJECTIVES:**

The purpose of this report to provide Council with an update in relation to Poker Machines in Council operated facilities and broader options available to Council to minimise the harm caused by problem gambling.

**PROJECT UPDATE:**

At the 27 October 2015 General Council Meeting Council resolved the following (GC271015M06)

- 1. Council recognises the negative impacts that gambling has on the general community and subsequently does not support any increase in the number of council owned venues with pokie machines.*
- 2. Council encourages, supports and consults with its lessees in seeking alternative sources of revenue to poker machines.*
- 3. Whilst preferring to minimise the use of poker machines in our community, Council will not compel any of its lessees to remove their current, licensed, poker machines.*
- 4. A report will be provided to Council by the end of February 2016 regarding options for possible voluntary reduction of these poker machines.*
- 5. That the report includes through broad consultation, options available to minimise the harm caused by poker machines and problem gambling in our community.*

Council currently owns two community facilities that are leased to community organisations holding a gaming machine licence. These facilities are The Marion RSL, located on Norfolk Road, Marion and the Marion Sports & Community Club, located on Sturt Road, Marion. A workshop has been held with these two facility operators to discuss how Council can encourage and support them to seek alternative sources of revenue to poker machines as well as reducing operational costs.

Broader consultation on the options available to Council in minimising the harm caused by poker machines and problem gambling in the community is also being progressed. A report will be brought back to Council in April 2016 outlining a range of strategies Council may wish to adopt to raise community awareness of this issue and play a positive role in minimising the harm caused by problem gambling.

**RECOMMENDATIONS (2)**

**DUE DATES**

**That Council:**

- 1. note the report and the current status of the project.**
  
- 2. Note that a further report will be brought for Council's consideration in April once all consultation has been undertaken and reviewed**

**23 February  
2016**

**26 April 2016**

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** John Valentine, Manager Strategic Projects  
**General Manager:** Abby Dickson, General Manager, City Development  
**Subject:** Forestville Hockey Club Proposal  
**Report Reference:** GC230216R07

---

**REPORT OBJECTIVES:**

To consider correspondence from the Member for Elder and a proposal from the Forestville Hockey Club (FHC) seeking assistance from the City of Marion to establish a hockey facility with associated club rooms and a synthetic playing surface.

**EXECUTIVE SUMMARY:**

The FHC can no longer be accommodated at its current grounds and is seeking to establish a fit for purpose facility within an overall area that includes portion of the eastern part of the City of Marion.

Whilst the FHC has developed a specific proposal for the Women's Memorial Playing Fields it has not secured this site and the club is still seeking land on which to develop a new facility.

The FHC is keen to engage with the City of Marion to determine whether land can be identified in the area along Marion's eastern boundary.

**RECOMMENDATIONS (1)**

**DUE DATES**

**That Council:**

- 1. Note the correspondence from the Member for Elder, and the Forestville Hockey Club's proposal, and refer this matter to the Infrastructure Committee for consideration.**

**23 February  
2016**

**BACKGROUND**

Correspondence has been received from the Member for Elder and the FHC in relation to a proposal to develop a purpose built hockey facility in an area that also includes the most eastern part of the City of Marion, refer Appendix 1.

The FHC has been located within the City of Unley since its establishment in 1905. The FHC can no longer be accommodated at its current location and has been seeking to establish a new facility for a number of years.

The FHC are seeking to establish a new facility within an area as identified in the correspondence from the Member for Elder.

The FHC is seeking to engage with the City of Marion to identify potential land for their facility, the FHC are open to working with other sports to develop shared facilities.

**ANALYSIS:**

The City of Marion is currently pursuing a number of sports infrastructure projects. Council has resolved to develop costed concept plans for the redevelopment of the Edwardstown Oval and Mitchell Park Sports and Social Club grounds, inclusive of a multi-purpose indoor sports facility. These two projects are on track for lodging funding applications to the federal government's National Stronger Regions Fund in 2016.

Council has also made a contribution to a feasibility study, which is nearing completion, for the establishment of a BMX facility in the south of Marion.

Investigations are also underway with the Football Federation of South Australia for the development of soccer pitches in the south of Marion.

Whilst the FHC have developed a specific proposal for the Women's Memorial Playing Fields in the City of Mitcham they have not secured this site and are still seeking to work with other parties to secure land.

With the establishment of the new Infrastructure Committee, and its role in reviewing major sporting infrastructure, the committee could review the FHC proposal and consider potential opportunities to work with the FHC. The Infrastructure Committee would then report back to Council in relation to its considerations.

**CONCLUSION:**

It is recommended that the FHC proposal to develop a new hockey facility be referred to the Infrastructure Committee for consideration and to report back to Council on its findings.



# Annabel DIGANCE MP

State Member for Elder

SCANNED

**PUTTING YOU FIRST**

Mayor Kris Hanna  
City of Marion  
PO Box 21  
OAKLANDS PARK SA 5046

RECEIVED	
CITY OF MARION	
INFORMATION MANAGEMENT	
- 4 JAN 2016	Original Fwd: <input type="checkbox"/>
File No: 9.67.2.1.	
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Dear Mayor Hanna *Kris*

As you will recall, early in 2015 I arranged a meeting with representatives of Forestville Hockey Club (FHC) to discuss the future of their club. Central to that meeting was the possibility of relocating the club to a site within the City of Marion, with the view to build a club room and turf pitch. Their home ground in the City of Unley has served them well, but now they find due to ageing infrastructure, a grass pitch and the City of Unley unable to accommodate their request for redevelopment they have turned to nearby council areas in the search of a new home ground.

Since meeting with you I urged the FHC to develop a Project Proposal and gain the approval of Hockey SA. They have since achieved both.

In the Proposal I advised they highlight the value they would add to the City of Marion and their financial independence in both the development of the turf and club room, as well as the ongoing operational costs. In response to this request for the FHC to demonstrate their ability to add value to the community, they highlight their desire for collaboration with other sports, as well as their ability to bring 300 or so members and their families to the area, they also demonstrate their ongoing operational financial independence.

In the interest of clarity I wish to elaborate on some matters contained within the Proposal to add clarification to your deliberations. These matters I now elaborate on are as follows;

1. That while the Proposal centres around suggested development at the Women's Memorial Playing Fields this by no means locks the club into this site. The FHC was required to identify a possible geographical location to present their proposal to Hockey SA for approval. I am told that the Club has presented to Hockey SA and gained in-principle agreement and support for the project.
2. You will see in the Project Plan that reference is made to the City of Unley and City of Mitcham and this is due to the current location of the FHC and the example of a proposed site for the club.
3. FHC highlights that experience has shown the club that without a definite allocated allotment of land they will be unable to apply for state and federal grants. FHC cite the case of the Burnside Hockey Club which had federal funding recently rescinded as they failed to secure a suitable geographical location.



4. In the Project Proposal on page 7, FHC makes reference to obtaining grants from 'the local council'. For clarification 'the local council' cited specifically refers to the City of Unley in which the club presently is situated. FHC in their approach to City of Marion are seeking land only, which they understand will have contractual arrangements, in the event the City of Marion decide to proceed.

In support of the FHC proposal there are many positive aspects to consider and I draw your attention to the following features of the proposal;

1. The FHC is the oldest hockey club in Australia having been established in 1905;
2. It is the only established hockey club catering for all ages, abilities and genders between the Adelaide CBD and Brighton/Seacliff areas;
3. The FHC has approximately 300 members including juniors, and men's and women's teams which have competed in the Premier League level in Adelaide, as well as socially;
4. FHC is now searching for a suitable site not far from where it is currently situated to build a new club room or make good an existing one, as well as build a synthetic pitch;
5. FHC current home in the City of Unley cannot be transformed, and the current council has no alternative land to offer the club for development or redevelopment;
6. FHC is supportive of the concept of building multi-sport facilities to generate infrastructure synergies where possible and would suggest sports such as Tennis, Lacrosse, Footsal and Gridiron as possible options. They would also engage with local schools;
7. On page 7 of the Project Proposal, FHC identifies support for redevelopment of the Women's Memorial Playing Field as a sporting hub by a number of organisations and politicians, myself included. While I am mentioned here I am extremely supportive of identifying an area within the City of Marion boundary as indicated by FHC on the attached map;
8. FHC President, Paul Blenkiron, would welcome the opportunity to attend and present/meet councillors if deemed appropriate in support of the decision making processes.
9. FHC cites the project cost to be in the vicinity of \$4.2million of which, I understand, Hockey SA is in agreeance with. The club is confident they can raise these funds seamlessly once they have a suitable site to lobby.

I would be pleased if you were able to table this letter along with the enclosed Project Proposal for consideration at an upcoming council meeting for councillors to discuss and consider. I am of the strong belief that Forestville Hockey Club with its rich history and commitment to its sport and membership would add value to our vibrant city.

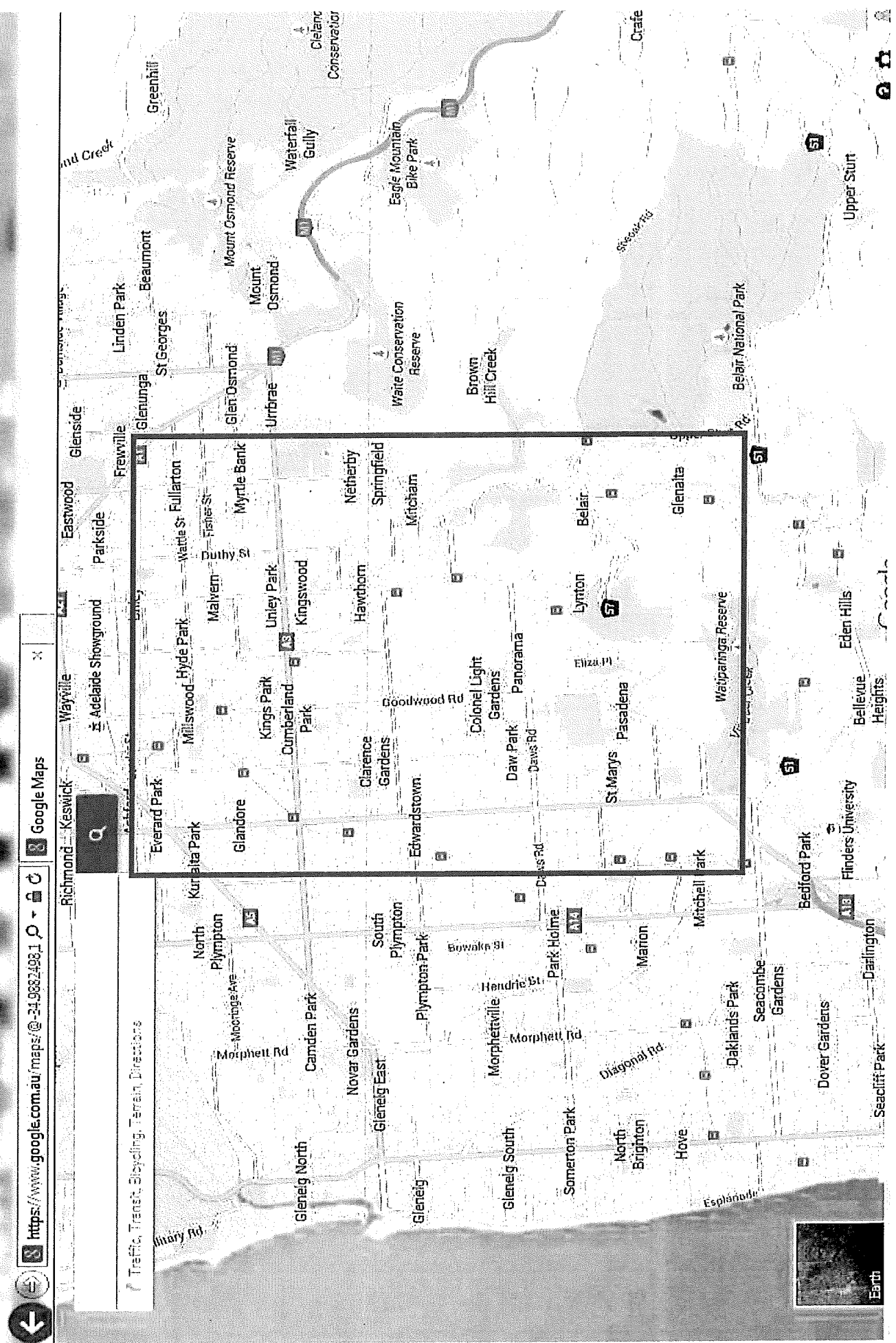
I have enclosed the Project Proposal and map as submitted by FHC for your consideration.

Kind regards

ANNABEL DIGANCE MP  
MEMBER FOR ELDER

23 December 2015





Google Maps

<https://www.google.com.au/maps/@-34.9882498,121.5000000,15z>





**[FORESTVILLE HOCKEY CLUB (FHC) SYNTHETIC HOCKEY  
PITCH & CLUBROOM DEVELOPMENT]**

**PROJECT PROPOSAL**

Version 1.0

07-10-2015



&lt;Project Name&gt;

## VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Sections Update
1.0	P. Schembri	01/10/15	N/A	N/A	Entire document
1.1	A. Boag	04/10/15	N/A	N/A	Entire document
1.2	P. Schembri & S. Marsh	06/10/15	N/A	N/A	Financial and Stakeholders
1.3	P. Blenkiron	06/10/15	N/A	N/A	Minor updates
1.4	A. Boag	07/10/15	P. Blenkiron	07/10/15	Formatting, Sections 4 - 11

### DOCUMENT ACCEPTANCE and RELEASE NOTICE

The Project Proposal is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorized for release once all signatures have been obtained.



PREPARED:

DATE: 01/10/15

(For acceptance) (Alison Boag, FHC Infrastructure sub-committee, Project Manager)



ACCEPTED:

DATE: 07/10/15

(For release) (Paul Blenkiron, Project Sponsor, FHC President on behalf of  
the FHC Infrastructure sub- committee)

&lt;Project Name&gt;

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<Project Name>

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## **1 INTRODUCTION**

### **1.1 PURPOSE OF PROPOSAL**

The Forestville Hockey Club (FHC) artificial hockey pitch and clubroom development project proposal documents and tracks the necessary information required by decision maker(s) to approve the project scope and funding. This document includes the needs, scope, justification, and resource commitment as well as the project's sponsor's decision to proceed or not proceed with the project. The proposal has been created during the initiating phase of the project.

The intended audience of the FHC artificial hockey pitch project charter is the project sponsor, FHC committee and Hockey SA (HSA).

The FHC artificial hockey pitch & clubroom development project has three distinct but connected elements;

1. Identify an appropriate site to locate the pitch and clubroom facilities
2. Obtain funding to undertake the development
3. Construct the new artificial pitch and clubrooms

### **1.2 BACKGROUND**

The FHC was established in 1905, the earliest established hockey club in the state, just prior to the proclamation of Unley as a city. FHC is the oldest existing hockey club in Australia and has fielded teams within the respected competition since the establishment date in 1905. FHC's first home field was a paddock near Leah Street, Forestville, not far from its present Goodwood Oval location. FHC moved to our current facility at the Goodwood Oval complex in 1919 when FHC fielded two teams that played off against each other as part of the Peace Day Celebrations. FHC has been at this location since this date for over 96 years.

During this time FHC has been a pillar of the Unley sporting community offering sporting activities to the local community through generations of members' efforts. FHC is the only established hockey club between the CBD of Adelaide and Brighton/Seacliff areas, offering the facilities and the opportunity for people of all ages, abilities and genders to play hockey.

The FHC committee conducted membership research in 2012 and found close proximity to sporting facilities was extremely important for club members who do not want to travel large distances. It was of particular importance for the significant portion of our members living in the Unley Council area and the immediately surrounding zones.

FHC currently has approximately 300 members including juniors (65 girls and 56 boys, excluding minkey numbers). We have both men's and woman's teams that compete at the Premier League level in Adelaide through to more social grades.

<Project Name>

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In recent years, FHC has made a major effort to rekindle junior development and has been working within the community to offer hockey in our local schools. FHC offers free coaching clinics to schools within the local area, as well as holiday clinics. We offer a vibrant family-oriented environment with a balanced approach to competition and winning as well as enjoyment through social competition and other social activities for members. FHC operate with a professional management committee compliant with appropriate sporting body governance. We manage an annual budget in the order of \$110,000 per year to provide the services to members that are required for our sport.

Unfortunately, FHC is one of only three Premier League clubs (out of nine) in Adelaide that does not have appropriate playing facilities at their home ground (Goodwood Oval complex). The lack of a suitable synthetic pitch at Goodwood Oval is seen as a threat to our club's mid-term success, and perhaps even our survival as a Premier League club.

During 2013-2014 the Unley Council commissioned consultants Suter Planners to review community facilities at the Millswood Oval Complex and surrounding area. This led to a decision that incorporating a synthetic pitch at Millswood oval was not feasible. On the 2<sup>nd</sup> May 2014 a set of draft recommendations was presented to FHC by Suter Planning indicating possible ways forward for 'Hockey'. Please refer to Appendix 1: Goodwood Oval and Millswood Sporting Complex improvement plan.

Appendix 1 identifies that due to the site constraints at Goodwood Oval it is not feasible to develop a synthetic hockey pitch in this location. This report states that due to the lack of open space in the City of Unley no other suitable sites have been identified, and the only feasible option is to consider opportunities outside the City of Unley area. The report recommends that the City of Unley continue to investigate opportunities and to advocate on behalf of Forestville Hockey Club for a synthetic hockey pitch to be located elsewhere.

<Project Name>

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### 1.3 CONTEXT

FHC has formally explored various options for more than a decade but has not been able to secure an appropriate space for development or establish an appropriate relationship with other clubs with similar needs to build an appropriate facility. Options explored over time include;

- Wayville Showgrounds (Royal Agricultural Society was only interested at that time if FHC could fit the total cost of a development)
- **Early 2000's** - South Park Lands in collaboration with Adelaide University Hockey Club (Adelaide Council not supportive at that time).
- **2008 – 2012** - Shared facilities at Distinctive Homes Hockey Arena as part of a Hockey SA strategic plan (Delays with that project including scaling back from a three pitch to two pitch development made that option unattractive).
- **2010 – 2011:** Collaboration with Adelaide Hills Hockey Club in the Mt Barker region was explored and found to have merit given the significant growth in the Adelaide Hills region even though it is a significant distance from our "grass roots" area. There are a few issues to this option that are not easily overcome hence significant progress did not eventuate.
- **2011 – 2012:** Woman's Memorial Playing Fields (WMPF) was reviewed and dismissed at the time due to apparent constraints over utility for anything other than women's sport.
- **2014-2015:** During the past twelve months a collaboration to establish new facilities at Park 17 off Greenhill Road was investigated with Adelaide Hockey Club (AHC) and Burnside Hockey Club (BHC), without success. BHC and AHC are proceeding with this opportunity without FHC as an equitable partner.
- **Current:** Collaborating with relevant stakeholders to seek support to obtain a new synthetic pitch and clubroom facilities at WMPF for FHC.

The Forestville Hockey Club is aware of how significant an investment in new sporting facilities can be and as a result is supportive of the concept of building multi-sport facilities to generate infrastructure synergies where possible. We have identified several other sports that could typically link in with the type of facility we seek. These include, but may not be limited to, tennis, lacrosse, Futsal and Gridiron. New clubrooms, if established, could also be designed to accommodate alternative community activities requiring meeting facilities.

FHC is fully supportive of the Council's plan for better utilisation of assets within the City of Unley and in particular the consolidation and improvement of the Goodwood Oval complex. We understand this also meets the objectives of state government and the Office of Recreation & Sport in establishing sporting hubs throughout the state where the most efficient use of assets can be achieved.

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<Project Name>

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## 2 PROJECT OVERVIEW

The aim of the Forestville Hockey Club (FHC) artificial hockey pitch and clubrooms development project is to identify a suitable location for an artificial hockey pitch and clubrooms that is supported by Hockey SA, Department of Planning, Energy, Transport and Infrastructure, Office of Recreation and Sport, Unley Council, local, state and federal members and governments as well as all other relevant stakeholders. As stated previously, the existing site at Millswood (Goodwood Oval) is unsuitable for an artificial pitch redevelopment therefore an alternate site would need to be sourced for a new artificial pitch and clubrooms to be established.

It is essential that this project is undertaken in the immediate future to ensure FHC existence as a competitive and financially viable club at Premier League, women's, men's and junior levels. FHC has been disadvantaged over the past decade and longer due to not having access to a synthetic pitch. This has resulted in limited opportunity to create revenue from the FHC home ground, and has meant that thousands of dollars per annum are spent on hiring training facilities from outside of the Unley area for junior and senior teams. Apart from the significant financial burden of not having these facilities it has also meant that the club is not able to adequately service our local community and catchment area. As a result FHC are losing current and potential players to opposition clubs that do have these facilities.

It is the FHC objective to commence construction of a new artificial pitch and clubrooms by 2016 and to complete construction by 2017/18 financial year to ensure FHC, as the oldest remaining hockey club in Australia, continues to maintain and improve on its successful history. It is anticipated that once an appropriate site can be located and agreed to by all key stakeholders that FHC will be looking to obtain funding grants from the local council, state and federal governments as well corporate and community funding. It is anticipated that the cost to build a new artificial turf is in the order of \$2.229M - \$2.335M, plus infrastructure \$0.226M - \$0.282M and FHC dedicated clubroom at \$1.261M. If the opportunity exists the clubroom facilities could be multipurpose and shared with other sporting clubs. The cost for a large multipurpose clubroom facility would be in the order of \$4.035M. Detailed capital costs are provided in subsequent sections of this proposal.

FHC has been working with the City of Unley Council for several years to secure a site for a new for a synthetic pitch and home clubroom facilities. It has now been recognised by key partners that the Women's Memorial Playing Fields (WMPF), on the corner of Ayliffes Road and Shepherds Hill Rd, would be an ideal location for FHC. WMPF has been identified by Unley Council, Mitcham Council and the Office of Recreation and Sport, the State Member for Waite, Martin Hamilton-Smith, Labor Member for Elder, Annabel Digance, as a site that should be re-developed into a major southern sporting hub that will consist of a variety of sports including hockey.

FHC have identified several locations at the WMPF site for the artificial pitch and clubroom redevelopment. A detailed feasibility study will be undertaken to review these options in line with FHC strategic objectives, HSA strategic direction, WMPF key stakeholders, local government, state government, federal government, and other sporting and educational institutions to ensure that alliances are achieved to deliver appropriate facilities for all parties.



<Project Name>

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### **3 JUSTIFICATION**

#### **3.1 BUSINESS NEED**

To perform as a Premier League club it is critical that appropriate facilities are available to enable ready access for training and playing competitive matches in a 'home ground' club environment. Key factors to consider are accessibility for members, club camaraderie, a sense of ownership and belonging achieved by having appropriate club facilities. As a community based and family-oriented club, FHC is focused on providing opportunities for hockey to be played at various skill levels, for all ages of men, women and children.

The lack of a suitable synthetic pitch at Goodwood Oval is seen as a threat to our clubs mid-term success, and survival as a Premier League club as previously stated in this document. It is noted that Forestville Hockey Club had great success between 1985 and 1993 including grooming several Australian representative players. FHC was not able to maintain that momentum as other Premier League clubs gained greater access to superior training and playing facilities giving them a significant advantage at the end of that period. To the club's credit it is the only hockey club in SA that on being relegated from the Premier League was able to earn its right to return to the highest level of competition for both men and women.

A new synthetic pitch, clubrooms and other necessary facilities will provide an enormous boost to local schools and community members. Sport and recreation are essential aspects of community life moving forward and are consistent with State Government objectives. There are many schools in our local catchment that are in dire need of modern sporting facilities. In hockey terms, Adelaide Hockey Club (Greenhill Road) is the only stadium nearby FHC. It is a facility shared with Pulteney Grammar School and SA Veterans Tennis and is now at capacity. Local schools, in particular smaller government schools, have nowhere to go for a synthetic playing surface.

This proposal will allow FHC continual engagement with the local community and encourage participation across all ages and genders. Having a dedicated home facility will support a greater connection between club members as well as members of other supporting groups.

&lt;Project Name&gt;

## 3.2 STRATEGIC ALIGNMENT

<b>Table 1: Project Proposal Strategic Alignment</b>	
<i>Scale of strategic importance: H – High, M- Medium, L – Low, N/A – Not Applicable</i>	
<b>Forestville Hockey Club Strategic Goals:</b>	
1) Identify a suitable location with sufficient space for a full size synthetic hockey pitch and club room facility.	H
2) Location must be within 15 to 20 minutes travel time of the Goodwood Oval Sporting Complex.	H
3) Develop plans for the erection of functional buildings in addition to a pitch that complies with Hockey SA requirements for a 'Satellite Hockey Stadium'.	H
4) Establish a funding model to accommodate the building of the planned facility. Demonstrate operational capacity to fund the ongoing costs associated with a synthetic pitch.	H
5) Complete construction of new pitch and club room development by 2018/19 financial year.	H
<b>Hockey SA Strategic Plan (Refer to Appendix 2 – Hockey SA Strategy 2014: 'A new strategic direction for Hockey SA':</b>	
<b>Infrastructure:</b> Provide and facilitate high quality facilities.	H
<b>Game Development:</b> Increase participation in hockey in SA and encourage and inspire future Olympians.	H
<b>Governance:</b> Best practice operational standards.	M
<b>Finance:</b> Increase and diversify revenue streams and manage costs to improve financial sustainability.	H
<b>Marketing &amp; Communication:</b> Raise awareness and improve engagement – within the current hockey community and public at large.	M
<b>Hockey Australia Strategic Plan:</b>	
Vision: Stronger business model by sustained profits through diversified revenue.	M
Vision: Increase participation across all levels of hockey.	H
Vision: Highest standard of governance across whole of sport.	M
<b>Unley Council Strategic Plan</b>	
In line with Unley Council strategic sporting facility planning.	M
<b>South Australian Strategic Plan:</b>	
<b>Target 1: Urban spaces</b> – Increase the use of public spaces by the community.	H
<b>Target 23: Social participation</b> – increase the proportion of South Australian's participating in social, community and economic activities by 2020.	M
<b>Target 24: Volunteering</b> – Maintain a high level of formal and informal volunteering, at 70% participation rate or higher.	M
<b>Target 56: Strategic Infrastructure</b> – Ensure the provision of key economic and social infrastructure accommodates population growth.	H
<b>Target 60: Energy efficiency – dwellings</b> – Improve the energy efficiency of dwellings by 15% by 2020.	M
<b>Target 78: Healthy South Australians</b> – Increase the healthy life expectancy of South Australians to 73.4 years (6%) for males and 77.9 (5%) for females by 2020.	M
<b>Target 83: Sport and recreation</b> – Increase the proportion of South Australians participating in sport or physical recreation at least once per week to 50 % by 2020	H

<Project Name>

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#### 4 SCOPE

##### 4.1 OBJECTIVES

The objectives of the Forestville Hockey Club Synthetic Pitch project are as follows:

- Provide facilities that enable grass roots development of hockey, retention of older players and provides opportunities for elite player development.
- FHC is committed to community development of hockey in South Australia with a special focus in the geographic area around the south of the city where the origins of our club were established.
- FHC seeks optimization of existing sporting infrastructure and establishment of sporting hubs rather than having "stand alone" facilities requiring duplication of overheads.
- FHC is willing to be the significant partner in the development of a southern facility, in conjunction with other hockey clubs and schools in the area. Some work has been done to investigate opportunities in southern Adelaide and we note three key hockey clubs to be involved (Flinders University, Westminster Hockey Club and Blackwood Hockey Club). FHC already collaborates with the Adelaide Hills Hockey Club, having entered "joint junior teams" to enable participation where either club on its own would not have been able to enter a team in a particular age group. Furthermore, there is general agreement for high potential juniors to train with the FHC PLW and PLM squads to accelerate their hockey skills development. It is noteworthy that hockey to the south of the O'Halloran Hill escarpment to Aldinga Beach and beyond would benefit from ready access to a new synthetic pitch. It is acknowledged that the Seacliff Club development will also contribute to this area, but will have reduced capacity for growth due to the current size of the resident club.
- We suggest the consideration of a new surface in the South would be politically astute as this region is rapidly developing with significant population growth and is generally poorly serviced when it comes to sporting facilities.

##### 4.2 PROJECT SITE ANALYSIS AND CONCEPT PLANNING

The WMPF is the preferred location of FHC and a basic site analysis has been completed to identify possible locations for a synthetic pitch, dedicated clubrooms and multi-purpose clubrooms.

Appendix 3 illustrates WMPF site options and clubroom concept plan. Pitch Option 1 is the preferred location, due to the orientation that can be achieved. Further site analysis, detailed site survey and consultation with relevant stakeholders is required to finalise the most suitable location of the FHC synthetic pitch and clubroom facility.

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<Project Name>

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### 4.3 HIGH-LEVEL REQUIREMENTS

The following table presents the requirements that the project must meet in order for the project objectives to be satisfied.

**Table 2: High level project proposal requirements**

Req. #	Requirement description
1	A facility which is compliant with HSA satellite stadium requirements.
2	A new hockey facility that meets the requirements of the HAS Strategic Plan for infrastructure development.
3	Design specification and construction ensures efficiency of lighting, irrigation/water management and operation and maintenance that is environmentally sustainable.
4	A facility that meets the needs of FHC for playing member numbers, club culture and community activity.

### 4.4 BOUNDARIES

This document addresses the needs of hockey specifically and does not take into account capital outlay for multi-purpose clubrooms for other sports already at the site. The requirements of the FHC form just one component of the proposed WMPF 'User Group' redevelopment. While the FHC specific infrastructure development needs to be sympathetic to the other sporting groups' activities and needs, it only addresses the hockey specific facilities at this time. The current design and costing have been developed such that these plans can be implemented in isolation, if need be.

It should be stressed that FHC is most welcoming of a collaborative approach to shared facilities where the opportunity arises with other sporting codes and the club is encouraging other local hockey clubs to engage in this planned development.

<Project Name>

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## 5 PROJECT GOVERNANCE

### 5.1 GOVERNANCE

The primary governance of the Woman's Memorial Playing Fields site is under the control of the WMPF Trust. The playing fields specifically are currently operated by the South Australian Cricket Association (SACA) under a long term lease from the State Government of SA as administered by the Office of Recreation and Sport (ORS). It is anticipated that SACA will be willing to exit the WMPF site as it undertakes its planned new playing field development at West Terrace, Adelaide. At this time, all stakeholders involved at the WMPF are engaged in planning discussions to initiate a significant upgrade of facilities for all concerned. It has been stated by the CEO of ORS that this site is overdue for a significant upgrade and that ORS has been frustrated by a recent lack of funds to undertake required works.

While the land is State Government owned and governed by the WMPF Trust, it is ORS that will be the proposed development project 'Sponsor'. Current discussions indicate the preferred option for management going forward is to have local government take responsibility and the various stakeholders manage day-to-day activity.

The Forestville Hockey Club will be one of several stakeholders participating as a user group management committee under a Memorandum of Understanding administered by local government. As such, FHC will contribute to overall site management with specific fiscal responsibility for the synthetic pitch.

### 5.2 FORESTVILLE HOCKEY CLUB ADMINISTRATION

#### 5.2.1 Club Management

FHC is administered under a Constitution revised in 2010 which is compliant with the requirements of the Corporations Act as required for not for profit sporting clubs. The elected members of the Management Committee meet formally once a month to decide on key issues. Formal minutes are kept for all meetings. In addition to undertaking the mandatory roles required to operate a sporting club, FHC produces appropriate financial management reports including a balance sheet and profit & loss statements which are audited each year. The FHC operates with a cash surplus and retains a modest account balance specifically for developing its new facilities' plans.

#### 5.2.2 FHC Infrastructure Subcommittee

The Infrastructure Subcommittee operates under the guidance of the FHC Management Committee. This subcommittee is comprised of individuals with specific skills required to manage a project of this nature. The key members include a Club President (FHC Project Sponsor), FHC Infrastructure Sub-Committee Chairperson and FHC Infrastructure Sub-Committee Project Manager. Key skills represented on the committee include; senior corporate business leadership, interior design, government infrastructure planning and development, project management, senior financial management, engineering & built environs development, and legal. Please refer to Appendix 4 for committee member details.

&lt;Project Name&gt;

### 5.3 ROLES AND RESPONSIBILITIES

Table 3 describes the key roles supporting the project.

**Table 3: Project roles and responsibilities**

Name & Organization	Project Role	Project Responsibilities
P. Blenkron (FHC) FHC Club President	FHC Project Sponsor	Person responsible for acting as the project's champion and providing direction and support to the team. They are involved from start of the project, including defining the project in conjunction with the Project Manager. They will be responsible for ensuring the project is actively reviewed. Ensure resolution of issues escalated by the Project Manager, Project Board and sub-committee. Is accountable for the delivery of the planned benefits of the project. Responsible for negotiating, supporting project relationships and managing political context of the project (along with the project manager and Chair of the Pitch sub-committee).
A. Boag (FHC) FHC Infrastructure Sub-Committee, Project Manager	FHC Project Manager	Responsible for developing, in conjunction with Project Sponsor and FHC Infrastructure sub-committee chair, a definition of the project. Managing and leading project team and consultants as required. Responsible for ensuring project scope, quality, schedule and budget are managed effectively and to agreed parameters. Ensures project is effectively resourced (particularly in relation to FHC requirements), manages effective relationships with a wide range of groups and ensures continued cooperation. Responsible for obtaining project objectives and deliverables.
P. Schembri (FHC) FHC Infrastructure Sub-Committee, Chair	FHC Infrastructure Sub-Committee, Chair	Responsible for the management and oversight of the FHC Infrastructure sub-committee. Responsible for all sub-committee activities, monitoring and reviewing performance against key milestones. Role has accountability to club members and responsibility to update members on progress.
S. Marsh (FHC) FHC Infrastructure Sub-Committee, Financial Analyst and FHC Treasurer	FHC Infrastructure Sub-Committee	Responsible for operating cost model and oversight of project capital costs and funding with the Project Sponsor, Project Manager and FHC Infrastructure Chair.
FHC Infrastructure Sub-Committee	FHC Infrastructure Sub-Committee	Refer to Appendix 4 for membership details and qualification of FHC Infrastructure Sub-Committee.
Hockey SA	Hockey SA Board	Hockey SA Board strategic support required to endorse this project and to support FHC funding applications.
Local Government	Local Government	Please refer to Appendix 5 for details of key council support for FHC synthetic pitch and clubroom development at WMPF. FHC has consulted with various parties through the City of Unley. City of Unley are likely to contribute to the project funding.
State Government	State Government	The state government is likely to be a key source of capital project funding. The project aligns with the South Australian Strategic Plan. The state government Department of Transport, Planning and Infrastructure (DPTI), Office for Recreation and Sport (ORS) will be responsible for the project delivery and implementation of the project in consultation with relevant

&lt;Project Name&gt;

Name & Organization	Project Role	Project Responsibilities
		stakeholders.
Federal Government	Federal Government	Consultation with relevant Federal members to commence once support is provided by Hockey SA for this proposal. Federal government is likely to be a key source of capital project funding.
Political Support	SA Key Cabinet member support	Please refer to Appendix 5 for details of key political members support for FHC synthetic pitch and clubroom development at WMPF.
WMPF Key Stakeholders	WMPF key stakeholders	Includes WMPF Trust and other key sporting bodies. Please refer to Appendix 5 for further details.
WMPF Redevelopment Project Board	WMPF Redevelop. Project Board	To be established under the direction of Office for Recreation and Sport. Representation will be provided from key stakeholders. Is responsible for overseeing the progress of the project and reacting to any strategic problems. The group is optional, as the Sponsor-Manager relationship may be seen as the best means of control, but is usually required in large projects that have cross-functional boundaries.
Consultants	Key project consultants	Key project consultants will be engaged by DPTI ORS to undertake the project design, engineering and cost consultation. It should be noted that FHC engaged Rider Levett Bucknall consultants to undertake initial cost planning and detailed cost estimate of a synthetic playing surface and club facilities in order to provide accurate and external advice for this project proposal.

The roles and responsibilities are subject to change once the extent of the project is confirmed and any partnerships with other sports are included.

<Project Name>

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#### **5.4 STAKEHOLDERS (INTERNAL AND EXTERNAL)**

FHC has engaged with key stakeholders to obtain initial support for this project. Continued engagement will occur throughout the project's lifecycle to ensure all parties are satisfied and all project objectives and deliverables are achieved. FHC has been in discussion with the Office of Recreation and Sport, the State Member for Waite, Martin Hamilton-Smith, Labor Member for Elder, Annabel Digance and the City of Marion and City of Mitcham local government bodies for several months.

Consultation has also been undertaken with the current user group of this site which consists of representatives from the Cumberland United Women's Soccer Club, Sturt Lacrosse Club, Blackwood Hockey Club, the South Australian Cricket Association, Veterans SA (who oversee the Women's Memorial) as well as the Women's Memorial Playing Fields Trust. Further to this, Forestville Hockey Club has received support from both Westminster Hockey Club and Flinders University Hockey Club as potential users of the proposed new hockey facilities.

The key project stakeholders include;

- Forestville Hockey Club – key user group
- Hockey SA – Peak sporting body for Hockey in SA (and user group)
- Office for Recreation and Sport – Project sponsor and project manager
- Federal and State Governments – Key funding bodies
- Veterans SA – World War One Memorial user group
- WMPF Trust – Site custodian

It should also be noted that Veterans SA are key stakeholders at the site and will have significant influence over funding for broader development of facilities associated with the Banka Memorial.

Further collaboration opportunities have been identified and require ongoing work to fully develop. These are summarized in Appendix 5.



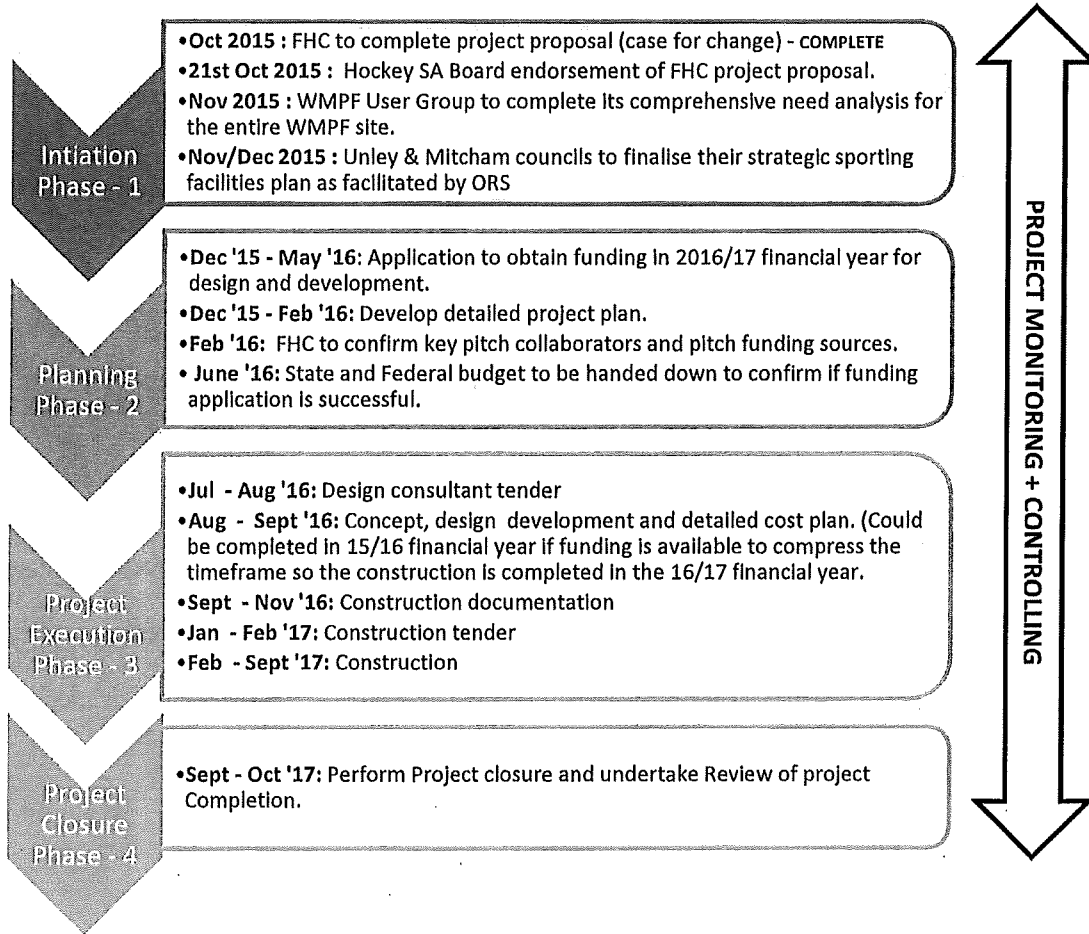
<Project Name>

6 DURATION

6.1 TIMELINE

Figure 1 illustrates a basic project schedule, this is subject to change based on detailed project planning and the success of obtaining project funding.

Figure 1: Project Schedule



&lt;Project Name&gt;

**6.2 COMMITTEE MILESTONES**

The table below lists the high-level Executive Milestones of the project and their estimated completion timeframe.

**Table 4: High Level Executive Milestones**

Executive Milestones	Estimated Completion timeframe
Hockey SA Board to provide written approval for this FHC proposal.	21 <sup>st</sup> of Oct 2015 for approval of proposal. 2 weeks written approval to DPTI ORS.
Government funding is secured to complete the project in 2016/17.	As specified above.
WMPF Trust complete site and needs analysis in required timeframe.	As specified above.
DPTI ORS delivery of project by 2016/17	As specified above.
FHC commits to all project activities in required timeframe	As specified above.

**7 FINANCIAL ANALYSIS****7.1 CAPITAL FUNDING SOURCE**

It is proposed that this project will be predominantly funded by State and Federal Government grants, most notably regional development funding from the Federal Government. Discussions with ORS and Minister Hamilton-Smith indicate that local government may contribute to the capital cost, but it is expected that the role of local government will be predominantly conducting ongoing maintenance of any new facility. Recent discussions with the mayor and other elected members of Unley Council indicate that Unley Council understands it will need to provide significant funding support for the relocation of FHC.

As a result of pending political maneuvers in both State and Federal Electorates that incorporate the WMPF it is clear that significant opportunities exist to garner significant pledges of financial support for the proposed broader site development. With an estimated playing membership of greater than 700 amongst the sports involved at WMPF, the political interest will be significant.

**7.2 CAPITAL COST ESTIMATE**

This section provides a summary of estimated spending to meet the objectives of the FHC synthetic hockey and clubroom development as described in this project proposal. This summary of capital funding required is preliminary, and should reflect costs for the entire investment lifecycle. It is intended to present probable funding requirements and to assist in obtaining budgeting support.

FHC engaged Rider Levett Bucknall (RLB) to complete a detailed concept cost estimate to determine the capital expenditure required for this project. A summary of the capital expenditure required to undertake this project is outlined in Table 5 below.

&lt;Project Name&gt;

Table 5: Capital expenditure for FHC project proposal

Description	Cost
<b>- Hybrid synthetic pitch with dedicated FHC clubrooms</b>	
Hybrid pitch	\$ 2,229,534.65
FHC dedicated clubroom	\$ 1,261,300.00
Infrastructure	\$ 226,500.00
<b>Total</b>	<b>\$3,717,334.65</b>
<b>Water based synthetic pitch with dedicated FHC clubrooms</b>	
Water based pitch	\$ 2,335,459.65
FHC dedicated clubroom	\$ 1,261,300.00
Infrastructure	\$ 226,500.00
<b>Total</b>	<b>\$3,823,259.65</b>
<b>Water based synthetic pitch with Multi-purpose clubrooms (shared facility with other sports)</b>	
Water based pitch	\$ 2,335,459.65
Technical Bench	\$ 203,600.00
Multi-purpose clubroom	\$ 4,035,500.00
Furniture Fittings & Equipment	\$ 214,500.00
Infrastructure	\$ 282,500.00
<b>Total</b>	<b>\$7,071,559.65</b>

Refer to Appendix 6 for RLB full concept cost estimate report.

<Project Name>

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### **7.3 FINANCIAL MODEL**

#### **7.3.1 FINANCIAL MODEL INTRODUCTION**

This business case has been prepared to support the Forestville Hockey Club's proposal to obtain an artificial hockey pitch. It is intended to both confirm to the club and to key stakeholders, including Hockey SA, ORS and funding bodies that FHC is able to financially manage and operate an artificial pitch in the short and long term.

The business case document provides:

- A statement of the FHC general and financial management capacity
- A summary of the FHC model of financial operations of an artificial pitch
- A statement of assumptions underpinning the FHC business case
- Discussion of the opportunities to improve the financial operation of the FHC artificial pitch by increasing revenue and reducing the risk of variations.

#### **7.3.2 FORESTVILLE HOCKEY CLUB GENERAL AND FINANCIAL MANAGEMENT CAPACITY**

Forestville Hockey Club is a long established club with a recent history of proven management capability and a sound membership base which works together to support the club in its operations. The club's financial position is sound and reflects consistent small financial surpluses and deficits from year to year.

We operate with a low cost model – our major costs of meeting HSA fees and charges, pitch hire and coaching costs are met from membership subscriptions and club fundraising. We understand that our membership fees are relatively low compared to other clubs.

The club has sufficient cash reserves to support its ongoing operations under our existing model of operations. We have limited fixed assets which are consistent with our current operating model and consequently have not required significant cash reserves to fund major asset replacement.

Forestville Hockey Club does not have the financial capacity to make a significant contribution towards the capital cost of developing an artificial pitch. The pitch proposal and business case have been developed on the assumption that the club will need to attract funding from Commonwealth, State and Local government sources to meet the capital cost of a new artificial pitch. The club has a capacity to make some contribution to preliminary planning from cash reserves and professional services provided by club members.

&lt;Project Name&gt;

### 7.3.3 FHC CAPACITY TO MEET OPERATING AND ASSET REPLACEMENT COST ASSOCIATED WITH SYNTHETIC PITCH

The following table summarizes the Forestville Hockey Club financial operating model both with and without a hybrid artificial pitch. The model of operations with a hybrid artificial pitch incorporates current data from the club's operations and projected additional cost and revenue flows associated with pitch operations.

The financial analysis shows the following key financial outcomes for the club when moving to a new hybrid artificial pitch.

**Table 6: Change in operating cost moving to synthetic pitch + new clubroom facilities**

<b>Revenue gain and cost reduction</b>	
<b>Item</b>	<b>Amount</b>
Saving from pitch hire	\$19,000
Match day pitch fees	\$30,660
Hire fees-external users	\$6,000
Net revenue from Canteen and Bar	\$15,500
<b>Revenue Gain Sub-Total</b>	<b>\$71,160</b>
<b>Additional Costs</b>	
Water	\$4,356
Electricity	\$18,176
Satellite pitch fee	\$3,500
Maintenance	\$8,000
<b>Additional Costs Sub-Total</b>	<b>\$34,032</b>
<b>Total Revenue gain</b>	<b>\$37,128</b>

The analysis supports a conclusion that a FHC hybrid artificial pitch will:

- Meet all ongoing operating costs from operating income
- Generate sufficient annual surpluses to make annual contributions to a sinking fund to provide an appropriate contribution to meet scheduled pitch re-surface and major equipment replacement.

<Project Name>

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#### **7.3.4 WATER BASED OPTION**

The development and operation of a water based pitch would add to operating costs principally associated with watering the pitch for each training session. It is estimated that the additional watering costs will be between \$7,500 and \$10,000. The resultant increased operating costs will reduce funds available for sinking fund contribution, but it is still achievable if it is determined that a water based surface is the best option for FHC to pursue.

#### **7.3.5 HYBRID PITCH OPTION – DETAILED FINANCIAL ANALYSIS**

Table 7 provides an overview of FHC's position relating to a new synthetic hybrid surface and new clubrooms compared to FHC current operating costs.

The projected revenue and costs incorporated in the financial analysis reflect:

- Unit rates for costs (hourly rates for electricity charges and per session charges for watering costs) which are based on Pines Stadium operating costs and usage;
- Allowance for maintenance costs;
- Current pitch hire, match fee rates and 2015 fixtures.

&lt;Project Name&gt;

Table 7: Forestville Hockey Club – Financial analysis of artificial hybrid pitch proposal

	No pitch – based on 2015 expected actuals	With hybrid pitch – based on 2015 expected actuals
<b>Income</b>		
Subscriptions	\$ 65,000	\$ 65,000
Pitch hire - matches (match fees)	\$ -	\$ 30,660
Pitch hire - training revenue	\$ -	\$ 6,000
Canteen and bar sales	\$ 3,500	\$ 37,000
Fundraising / Social	\$ 36,000	\$ 36,000
Other income	\$ 14,600	\$ 14,600
<b>Total income</b>	\$ 119,100	\$ 199,260
<b>Expenses</b>		
Electricity and gas	\$ 500	\$ 18,676
Water	\$ -	\$ 4,356
Coaching honorariums	\$ 14,500	\$ 15,000
Team entry fees & club insurance/affiliation	\$ 35,000	\$ 35,000
Insurance – Player	\$ 12,000	\$ 12,000
Gym and pitch hire	\$ 19,000	\$ -
Canteen and bar expenses	\$ 2,000	\$ 20,000
Repairs & Maintenance	\$ 1,000	\$ 9,000
Satellite pitch fee	\$ -	\$ 3,500
Administration	\$ 8,820	\$ 8,820
Sundry expenses	\$ 26,800	\$ 26,800
<b>Total expenses</b>	\$ 119,620	\$ 153,152
<b>Net income/loss</b>	\$ (520)	\$ 36,108

*<Project Name>*

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### 7.3.6 KEY ASSUMPTIONS

The financial analysis is based on FHC being the principal user and operator of the proposed artificial pitch. Usage is primarily by FHC teams for training and matches plus one additional non-FHC Metro competition fixture per week and 2 hours of external pitch hire for training.

It is assumed that FHC will be responsible for maintenance and operating costs associated with the proposed artificial pitch and clubroom but will not be required to contribute to maintenance and operating costs of areas outside the immediate surrounding area. The model is based on establishing a hybrid artificial pitch. This option results in lower operating costs and consequently increases the capacity to make appropriate annual sinking fund contributions. A hybrid pitch is also capable of supporting multiple sport usage.

The model does not anticipate usage and hence income from school or non-hockey users. Given the rationale for the pitch development is to increase participation in hockey, FHC will seek to engage with regional schools, including Mercedes and Scotch College who already have hockey programs, to encourage their use of the FHC artificial pitch.

The financial analysis assumes the canteen and bar will be operated to provide service to spectators and participants principally during fixtures. This model minimises the investment in catering equipment and reflects a sustainable level of commitment by club volunteers. Operating costs and revenues for pitch operation have been estimated using the following rates and utilisation.

#### 7.3.6.1 Electricity

Rate/hour	Training hours	Match hours	Total hours	Total cost
\$58	232	90	322	\$18,676

#### 7.3.6.2 Water

Rate/match	Number of matches		Total cost
\$33	Juniors	3 per week for 14 weeks	132 matches @ \$33=\$4,356
	Saturday	3 per week for 18 weeks	
	Sunday	2 per week for 18 weeks	



&lt;Project Name&gt;

**7.3.6.3 Match fees**

Rate/match		Number of matches	Total income
Seniors	\$210	5 matches p/week for 18 weeks	\$18,900
Juniors	\$180	3 matches p/week for 14 weeks	\$7,560
U9's	\$100	3 matches per week for 12 weeks	\$4,200
		<b>Total</b>	<b>\$30,660</b>

**7.3.6.4 Pitch hire revenue**

Rate /hour	Number of hours	Total income
\$150	2 hours for 20 weeks	\$6,000

**7.3.6.5 Sinking fund contributions**

Estimated surface replacement cost	Planned life of surface	Planned contribution by FHC
\$400,000	8 years	75 per cent
Annual contribution	Number of years	Total contribution
\$38,000 hybrid \$28,000 water	8 years	Approx. \$300,000 hybrid Approx. \$200,000 water

**7.3.7 OPPORTUNITIES TO INCREASE REVENUE**

The basic rationale for establishing an FHC artificial pitch is to increase participation in hockey in the South Eastern Adelaide region. Consistent with this rationale the club will seek to expand senior membership to support an additional team in both the Metro Men and Women's competitions. When implemented this initiative will contribute to:

- Increased membership fees of approximately \$12,000
- Increased match fees, and less watering costs from scheduling an additional game each weekend with a net income of approximately \$3,000

The opportunity exists for other clubs within the region to use the FHC artificial pitch through expanding their membership and participation in HSA Metro competitions. If this opportunity is realised additional revenue may accrue from:

- Increased pitch hire for training of \$6,000 less additional electricity charges of \$2,200.
- Increased match fees, less watering costs from scheduling an additional game each weekend, with a net income of approximately \$3,000.

<Project Name>

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## **8 HIGH-LEVEL ALTERNATIVES ANALYSIS**

This section provides an overview of the options available.

### **Option 1 - Do nothing/remain as is:**

Not considered a viable option: This will not enable FHC to continue as a Premier league club leading to its gradual decline. Furthermore it will not allow the development of Hockey as a key sport in the more Southern suburbs of Adelaide due to a lack of suitable hockey infrastructure etc.

### **Option 2 - Continue looking for a better alternate site:**

Not considered a viable option: Alternate sites within the Unley and surrounding local council areas have been undertaken and either are not suitable for development and/or impinge on other Hockey Club member catchment areas.

### **Option 3 - Explore collaboration opportunities with other major Hockey Clubs.**

Not considered a viable option: FHC has explored such opportunities over a period of ten years with the University of Adelaide and more recently with Adelaide and Burnside Hockey Clubs. During 2006 – 2008 significant effort was put into a three pitch development at the State Hockey Centre on the premise of accommodating both State and club hockey needs. This failed primarily due to funding issues at that time. As discussed earlier, detailed discussions were held with AHHC during 2009 – 2010 to explore collaborative development which did not proceed. However, our two clubs continue to work very closely together to develop junior hockey.

### **Option 4 – FHC Synthetic Pitch and new clubroom development at WMPF – PREFERRED OPTION**

FHC preferred option (as discussed in this document). It should be noted that FHC need to retain the use of the grass pitch facilities for junior development in the Unley Council and for continued support of the Grass Women's competition. The use of this grass surface would be provided even if FHC establishes a new synthetic pitch and clubroom at WMPF.

<Project Name>

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**9 ASSUMPTIONS, CONSTRAINTS AND RISKS**

**9.1 ASSUMPTIONS**

Refer to Section 7.3.6 for key financial assumptions.

With the potential development at WMPF, FHC has expressed an intent to Unley Council to maintain use at the current grass facility at the Goodwood Oval Complex. Unley Council is aware of our commitment to continue to use this site for junior development and the continual support of the Grass Women's competition into the future. This ground holds historical significance to FHC as it has been the home of the club since 1919.

**9.2 CONSTRAINTS**

We have not been able to meet in person with all WMPF stakeholders, WMPF trust and other relevant parties to work on collaborative approach to this document due to timing constraints. This has no impact on FHC gaining support from HSA for this project proposal. It is anticipated that consultation will commence with relevant stakeholders once FHC receives support from HSA in writing.

<Project Name>

9.3 RISKS

The risk assessment tool utilised for this project is the DPTI Risk Assessment Matrix in Table 8 below.

Table: DPTI Risk Assessment Matrix

Risk Category	Consequences										Likelihood				
	Strategy	Economic	Social People	Health, Safety & Welfare	Procurement & Contract Management	Environment	Reputation & Image	Project Management	1	2	3	4	5		
Critical	Corporate Strategic	Financial	Human Resources	Multiple deaths, long-term workforce/community harm.	Breach of contract terms, products/services not fit for purpose, high financial loss.	Permanent of long term environmental harm, loss of significant environmental assets.	Political	Project Management	High	High	High	Extremely High	Extremely High		
Major				Loss of life or serious permanent injury, significant long-term workforce/community harm.	Significant supply delay and/or cost overrun. Serious delay impacting project schedule, major financial loss.	Significant long term environmental harm, loss and damage of significant environmental assets.			Moderate	Moderate	High	High	Extremely High		
Moderate				Serious injury requiring medical treatment, significant short-term workforce/community harm.	Some supply delay, some changes required to products/service to be useable, high financial loss.	Significant release of pollutants with mid-term recovery, significant but temporary damage to environmental assets.			Low	Moderate	Moderate	High	High		
Minor				Minor injury requiring medical treatment. Minor transient workforce/community harm.	Product/service defect, minor supply delay causing some inconvenience, medium fin. loss.	Minor transient environmental harm. Minor temporary damage to environmental assets.			Low	Low	Moderate	Moderate	High		
Insignificant				Incident without injury, no workforce or community harm.	Small supply delay incomplete delivery, no noticeable impact low financial loss.	No environmental damage or loss.			Low	Low	Low	Moderate	Moderate		

&lt;Project Name&gt;

The FHC Synthetic hockey pitch and clubroom development project proposal risks have been identified in Table 9 below.

Table 9: Risk Identification and mitigation

Risk	Risk Rating Likelihood(L)/ [Consequence (C)]	Mitigation Strategy
<b>Category: Economic - Financial</b>		
1. Lack of Capital funding available	L:4 C:5 EXTREME	Obtain strategic support from HSA, to enable funding application to occur through relevant parties.
2. Limited Funding available in 2016/17 delaying the project	L:4 C:5 EXTREME	Work with ORS to create a funding model and application for 2016/17 funds.
3. Additional ongoing costs for FHC relating to areas outside (surrounding grounds maintenance) of the synthetic pitch and clubroom facility.	L:2 C:3 LOW	Develop a MOU with key stakeholders to agree on maintenance and operating models.
4. FHC loss of revenue from current financial position (loss of subscriptions or less fundraising/ sponsorship)	L:2 C:4 MODERATE	Continue current strategies for development and retention of players. Continue fundraising strategies and expand sponsorship.
5. Funding sources given to other sporting projects or priorities resulting in a risk to FHC future.	L:3 C:5 HIGH	Work with HSA, ORS, WMPF, all tiers of government to ensure this project proposal is prioritised.
<b>Category: Strategy – Corporate Strategy</b>		
6. Approval and endorsement of this proposal is not obtained from HSA. This could jeopardise FHC future and existence.	L:3 C:5 HIGH	Ensure project proposal is in line with HSA strategic direction. Ensure this project proposal covers off detailed strategic planning requirements.
7. No government endorsement of this proposal. Does not form part of local/ state government sporting facility strategic planning. This could jeopardise FHC future and existence	L:2 C:4 MODERATE	Continue positive working relationship with all levels of government, elected members and with key stakeholders.
8. Other developments being supported ahead of FHC resulting in no funding available for this proposal. This could jeopardise FHC future.	L:3 C:5 HIGH	Work with ORS and HSA to ensure that they understand that importance of this proposal to FHC future.
<b>Category: Service Delivery</b>		
9. Inability to procure consultants and contractors in a timely manner, delaying the project.	L:2 C:3 LOW	DPTI ORS have expert knowledge in managing procurement and delivery of projects. Ensure that procurement does not occur of the Christmas shut down. This should not be a risk if funding can be sourced in timely manner.

<Project Name>

Risk	Risk Rating Likelihood(L)/ [Consequence (C)]	Mitigation Strategy
10. Unable to obtain consultants/ contractors with appropriate skills and experience to undertake this project.	L:2 C:3 LOW	DPTI ORS will tender the project to multiple consultants to ensure value for money and appropriate skilled contractors are engaged.
<b>Category: Political</b>		
11. Lack of political support from local members (Council, State and Federal).	L:2 C:3 LOW	Continue to work with elected members at all levels. Develop relationships with all relevant stakeholders.
12. Change in government or political members.	L:3 C:3 MODERATE	Represents both a threat and opportunity. Ensure that the project proposal is a priority for all elected governments. Identify any slippage early so rectification can occur.
<b>Category: Project Management</b>		
13. Risk of project schedule being delayed. The longer the project is delayed the more difficult it is for FHC survival.	L:4 C:4 HIGH	Ensure a detailed project plan and project schedule is developed and monitored.
14. Delay in schedule would mean project may not be completed in timeframe that meets the objective of Veterans SA to have a significantly upgraded Banka Memorial at the site, ready for the 2018 anniversary of the end to World War 1	L:3 C:3 MODERATE	Work with all relevant stakeholders to monitor and review project progress against the schedule. Identify any slippage early so rectification can occur.
15. Quality of project and facilities not up to the required standard.	L:2 C:4 MODERATE	Ensure that FHC and all other stakeholders' requirements and facility standards are provided to the design team for inclusion in the project. Monitoring and review of design and construction will be performed by DPTI ORS to ensure all standards, regulations and scope is met.
<b>Category: Social Human Resources</b>		
16. Inexperienced stakeholders in the planning and delivery of capital projects.	L:2 C:3 LOW	FHC has developed a highly experienced and qualified FHC Infrastructure Sub- Committee. This will ensure the effective planning and delivery of the project from a FHC perspective.

<Project Name>

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**10 PROJECT APPROVAL**

Approval is sought to obtain written endorsement of this proposal from the board to enable the Forestville Hockey Club to continue discussions and planning with the other user groups and the Office of Recreation and Sport.

**Status**

Approved or Not Approved

(Please indicate by circling)

**Signed Approval**

Name: .....

Title: .....

Organisation: .....

Signature: .....

Date: .....

Name: .....

Title: .....

Organisation: .....

Signature: .....

Date: .....

<Project Name>

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**11 APPENDIX**

**APPENDIX 1: City of Unley 'Goodwood Oval and Millswood Sporting Complex improvement plan'**

The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
Goodwood Oval and Millswood Sporting Complex improvement plan	City of Unley Goodwood Oval and Millswood Sporting Complex Improvement plan	Attached – refer to next page



<Project Name>

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**APPENDIX 2: Hockey SA Strategy 2014: *'A new strategic direction for Hockey SA***

The following table summarizes the documents referenced in this document.

<b>Document Name and Version</b>	<b>Description</b>	<b>Location</b>
Hockey SA Strategy 2014: <i>'A new strategic direction for Hockey SA</i>	Hockey SA Strategic Plan	Attached – refer to next page



# STRATEGY 2014

A NEW STRATEGIC DIRECTION FOR HOCKEY SA

# Hockey Pitches – Basic Information

This document aims to provide clubs, local authorities, architects and construction / project engineers with some basic information about hockey pitches.

## Types of hockey pitch

Hockey is played on a variety of surfaces but the preferred surface is artificial turf. In England there are now (in 2006) more than 1000 artificial turf pitches (ATP's) that are used for hockey.

## Pitch Construction

Hockey pitches generally consist of a synthetic fibre carpet as the playing surface, laid over or bonded to a shock pad or elastic layer (e-layer) to absorb dynamic forces, and which in turn is laid on the binding or sealing layer of an engineered sub-base. The binding or sealing layer may be pervious or impervious dependent on the hydraulics design.

- ***Sand-filled hockey pitches*** are made of carpet of woven, tufted or knitted synthetic yarn of approximately 19 to 25mm pile, supported or stabilised by the addition of sand for 100% of pile depth.
- ***Sand-dressed hockey pitches*** are made of carpet of woven, tufted or knitted synthetic yarn of approximately 16mm to 20mm pile, partly supported or stabilised by the addition of filling material e.g. sand, for up to 80% of pile depth.
- ***Water-based hockey pitches*** have an extremely dense pile of a shortened length (compared to a dressed pitch). It is important that they are irrigated and kept wet – continuously as the water acts as a wearing factor for the carpet and effects playability as much as the sand in a filled or a dressed pitch.



## Fencing for Hockey Pitches

Most fences for hockey are supported on box section steel posts in sizes to suit the required height. The fence should be installed to 3m high on the side-lines with an up-lift to 4.5 or 5m high at the 21m section goal areas (on the back-lines).

Fences are completed at the base with a treated softwood sawn kickboard and this should be between 40 - 50mm thick and 150 - 300mm wide.

## Recommended Suppliers

The International Hockey Federation (FIH) has a list of recommended / approved suppliers on the website. Please see [www.worldhockey.org](http://www.worldhockey.org)

## Long Pile Turf

Long Pile or third generation (3G) turf which is increasingly being used for football is not suitable for hockey. This type of pitch is not as dense as a sand-filled or a sand-dressed pitch. The pile is also considerably longer.

The diameter of a hockey ball is much smaller than a football, and so a hockey ball sinks further down into the pile of this type of pitch. Consequently, there is much more frictional drag on a hockey ball on this type of pitch which restricts the movement of the hockey ball. The same principle also applies to the hockey stick and therefore makes good stick-work difficult. In addition, because the long pile type of pitch is not as dense as normal hockey pitches the stick can more easily get under the ball causing lifting. In view of this, England Hockey strongly recommends that no competitive hockey be played on this type of pitch.

## Flood Lighting

Lights are found around a substantial number of pitches now and certainly in budgetary terms, they are a very sensible investment as they usually double the income generation for the facility as the pitch can be used in the evenings.

Lighting masts must not be erected within the run-off areas (minimum of 2m on each side-line and minimum of 3m on each back-line). For non-competitive activities, the recommended mounting height is 15m, however for club

competitions and ball training the mounting height needs to be at least 18m so as to avoid glare.

To avoid disturbing shadows for the goalkeeper, it is recommended that 8 or at least 6 masts are used.

*Minimum Lux levels (maintained)*

- 200 lux for non-ball training
- 350 lux for competition of regional programme level or below
- 500 lux for high grade national and international competition

### **An Update on the Future of Synthetic Turf**

In January 2006 it was announced that the FIH is working towards specifying a water-free synthetic turf for top level hockey and a multi-sport turf for other levels.

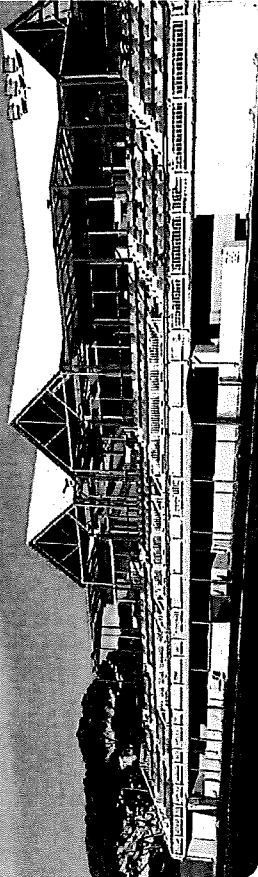
Developing a water-free turf is an important project because it recognises environmental concerns about water usage. The multi-sport turf will facilitate access to community or shared facilities at a reasonable cost.

Consultations are taking place with the turf industry and specialist advisers. The views of players are being sought in various ways. The prospects for having draft specifications available for development and consultation later in the year (2006) are therefore good. However, it will be some years before new turfs are widely available.

In the interim and in relation to top level hockey, water-based pitches will continue to be specified. Even when new turfs are available, there is no intention of not continuing to allow top events to be played on existing water-based pitches which meet the FIH performance specifications.

Organisations considering the installation of new pitches or refurbishment of existing pitches can therefore use current products with confidence. Pitches installed in the near future using these turfs will continue to provide good facilities for hockey.

## New Vision, Mission & Values



### our vision

Hockey - the game for everyone!

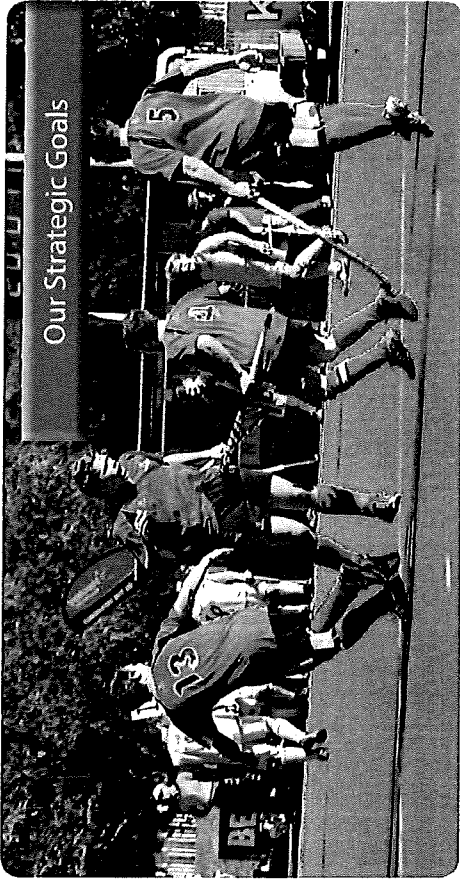
### our mission

- For the benefit of our members
- To grow the sport of Hockey through excellence on and off the field
- Work pro-actively with all involved in the game including Hockey Australia/Australia/Clubs/Members and Associates

### our values

1. Good sportsmanship - fair, honest and ethical
2. Leadership - delivering the vision and demonstrating the Hockey SA values
3. Excellence and innovation - challenging what we have always done historically to develop our game
4. Inclusivity - involving family and community throughout metropolitan clubs and regional areas
5. Financial responsibility - ensuring sustainability
6. Integrity - open, honest, ethical and transparent
7. Contributors - valuing contributions from our grassroots members, supporters and volunteers

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## Our Strategic Goals

Key Result Area	Objective	Key Strategies
Game Development	Increase participation in hockey in SA and encourage and inspire future Olympians	<ol style="list-style-type: none"> <li>1. Conduct a junior development audit in each member club and association.</li> <li>2. Increase grass root development opportunities through a renewed schools program linking member clubs and associations.</li> <li>3. Introduce mass player recruitment opportunities in clubs and regional associations.</li> <li>4. Conduct player development clinics for all junior aged players during school holidays.</li> <li>5. Develop a pilot program to link members clubs and associations with Active After School Communities.</li> <li>6. Review the structure of the metropolitan competition, in particular the Premier League.</li> <li>7. Review and implement programs aimed at increasing the standard and participation of umpires and technical officials.</li> <li>8. Plan and deliver a calendar of coach development activities.</li> <li>9. Review, develop and implement a high performance pathway program for athletes, coaches, umpires and technical officials that encompasses talent identification, development and high performance competition opportunities.</li> <li>10. Review policies regarding the selection of athletes in representative teams and pathway development squads.</li> <li>11. Provide enhanced AHL/State team resource and support requirements.</li> </ol>

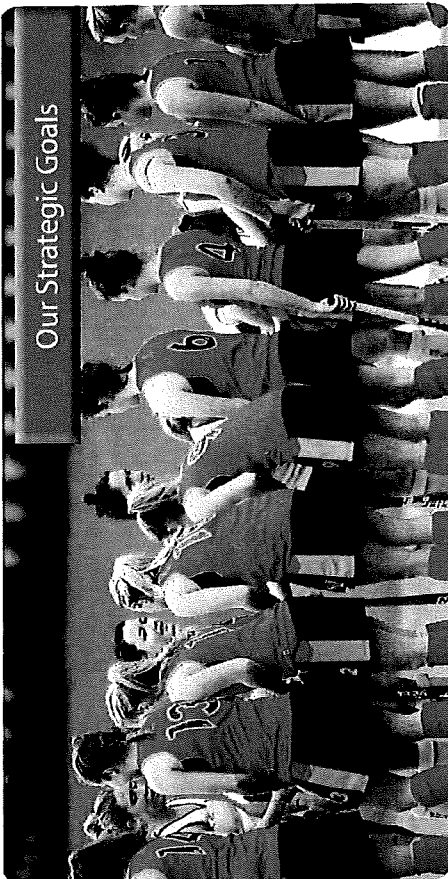
3





Key Result Area	Objective	Key Strategies
<b>Marketing &amp; Communications</b>	Raise awareness and improve engagement within the current hockey community and the public at large	<ol style="list-style-type: none"> <li>1. Develop a communications plan aimed at increasing the profile of Hockey in SA.</li> <li>2. Introduce regular and effective communication between Hockey SA Board and Members.</li> <li>3. Implement education/development resources and communication pieces for hockey coaches and officials.</li> <li>4. Develop and implement a hockey specific news program to be broadcast on a Hockey SA YouTube channel.</li> <li>5. Negotiate live streaming of matches for 2014 Men's AHL competition.</li> </ol>
<b>Infrastructure</b>	Provide and facilitate high quality facilities	<ol style="list-style-type: none"> <li>1. Support member clubs and associations to develop and maintain facilities.</li> <li>2. Review the State Hockey Centre management deed, leading to a new agreement for 2015 and beyond.</li> <li>3. Develop a comprehensive facility maintenance and enhancement schedule for the State Hockey Centre.</li> </ol>

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Key Result Area	Objective	Key Strategies
<b>Governance</b>	Best practice operational standards	<ol style="list-style-type: none"> <li>1. Ensure ongoing compatibility with ASC Governance guidelines.</li> <li>2. Introduce a Board evaluation program engaging members and stakeholders.</li> <li>3. Ensure compliance with outcomes from the ORS 360 Review program.</li> <li>4. Audit Member Club and Association participation in the ORS Star Club.</li> <li>5. Introduce and promote the benefits of the ORS V-STAR volunteer management web tool.</li> <li>6. Develop and implement a risk management policy and procedure.</li> </ol>
<b>Finance</b>	Increase and diversify revenue streams and manage costs to improve financial sustainability	<ol style="list-style-type: none"> <li>1. Minimise increases in the cost of participation for members by developing, maintaining and publishing a comprehensive costing model for the metropolitan competition and programs funded from membership fees.</li> <li>2. Increase revenue through venue utilisation.</li> <li>3. Increase revenue through sponsorship.</li> <li>4. Implement longer term financial forecasting methods.</li> </ol>

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<Project Name>

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**APPENDIX 3: WMPF Site Options and clubroom concept**

The following table summarizes the documents referenced in this document.

<b>Document Name and Version</b>	<b>Description</b>	<b>Location</b>
WMPF Site Options and clubroom concept	Location for synthetic pitch and clubroom facilities	Attached – refer to next page

**[FORESTVILLE HOCKEY CLUB]**  
**WOMEN'S MEMORIAL PLAYING FIELDS**

**SITE OPTIONS**

The proposed plan illustrates the possible site locations for the Forestville Hockey Club pitch and clubroom facilities at WMPPF

**KEY**

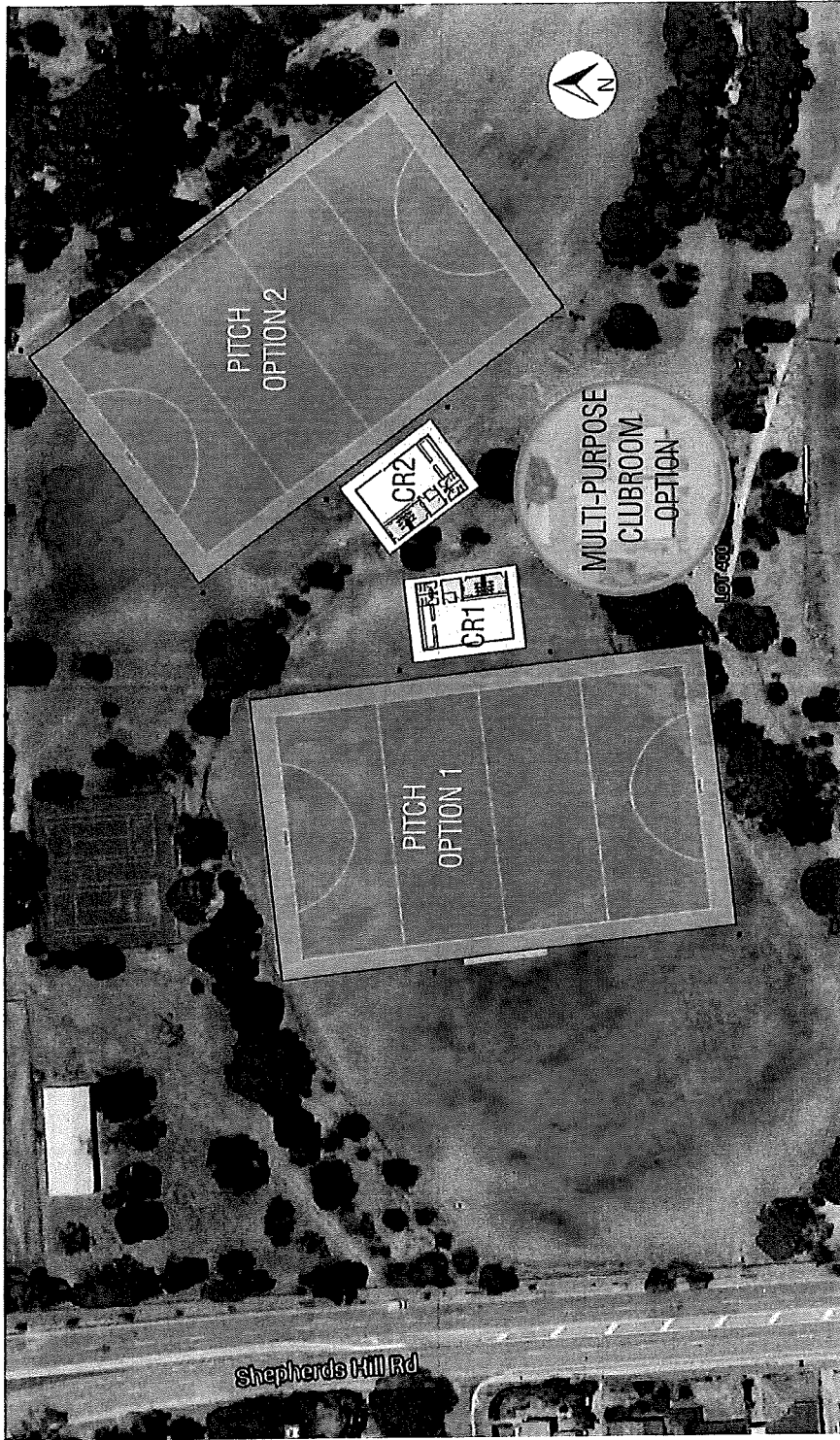
Pitch Option 1 - Proposed pitch location on existing grass hockey pitch. Pitch orientation is north to south.

CR1 - FHC dedicated clubroom facility next to pitch 1.

Pitch Option 2 - Alternate pitch location on existing grass lacrosse space. Orientation is skewed due to the site constraints.

CR2 - FHC alternate dedicated clubroom facility next to pitch 2.

Multi-purpose clubroom option - this option will only progress if there is a multi sport approach to the WMPPF and support from relevant stakeholders for this model. FHC is supportive of being involved in a multipurpose clubroom facility.

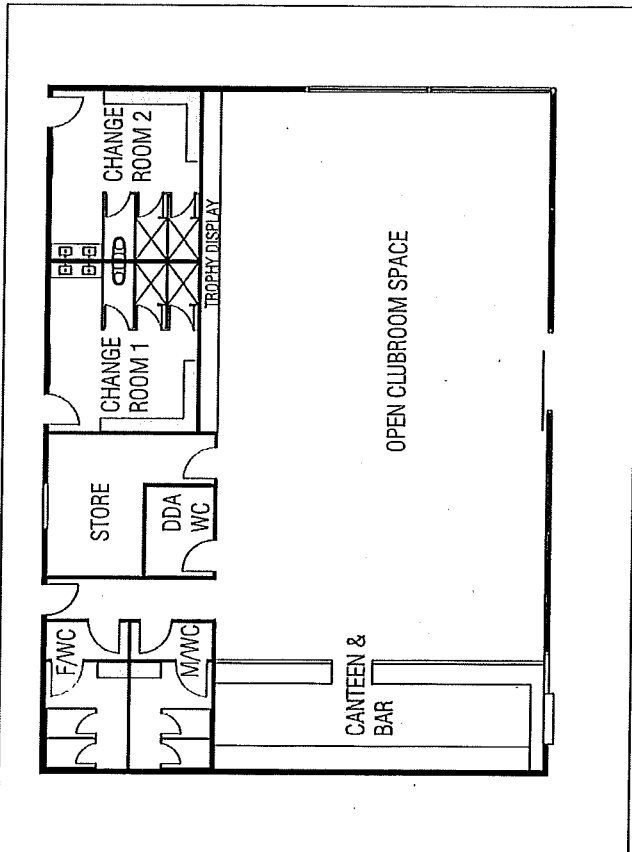
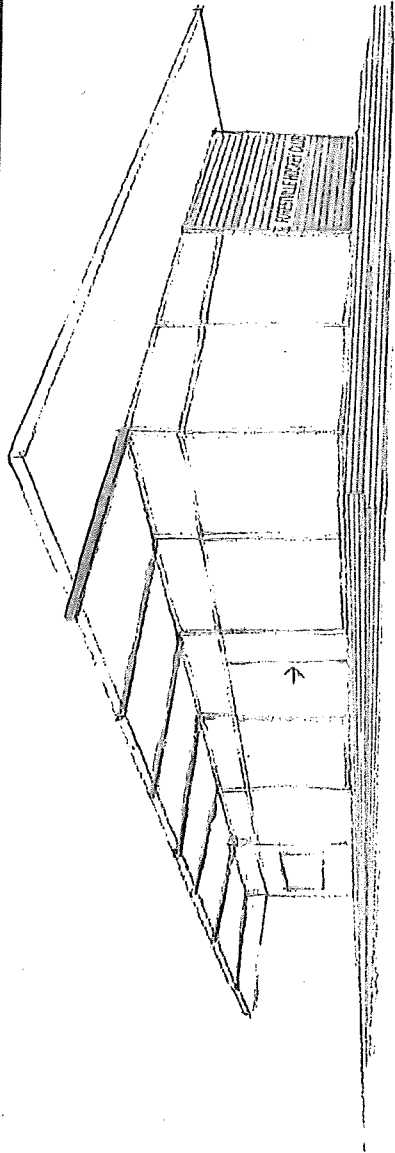


Note: Further site analysis, detailed site survey, consultation with tenants of WMPPF and engagement with relevant stakeholders is required to determine the most suitable location for FHC pitch and clubroom facilities.



**[FORESTVILLE HOCKEY CLUB]**  
WOMEN'S MEMORIAL PLAYING FIELDS

**CLUBROOM CONCEPT**



FHC SINGLE STOREY CLUBROOM - Artist impression

FHC SINGLE STOREY CLUBROOM CONCEPT PLAN

&lt;Project Name&gt;

**APPENDIX 4: FHC Infrastructure Sub Committee**

The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
FHC Infrastructure Sub-Committee	Provides a detailed description of the skills and experience of the FHC sub-committee who possess expert knowledge	Refer to table below

Name:	Club Administration:	Academic Qualification:	Business Experience:
<b>Paul Blenkiron</b>	FHC Vice President 2011-2012 FHC President 2013 - 2015	Advanced Diploma in Policing	Current Supervisor of the Eastern Adelaide Uniform Tactical Team. Supervisor and team leader of 7 peers. Have over 13 years of Policing and Law Enforcement experience.
<b>Peter Schembri</b>	Chair, FHC Infrastructure Subcommittee. Life Member, FHC	BSc. MBA.	Executive Director, Eastwood Securities Mortgage Fund. 25 years senior executive experience in multinational business environments. Capital raising and property investment.
<b>Allison Boag</b>	Committee Member, FHC Infrastructure Sub-committee	M Proj Mgt (to be conferred 2016, completed equivalent of Grad Dip Proj Mgt) Cert III Gov B Int Arch	Deputy Manager, Facilities, Planning & Management, Women's & Children's Hospital. 10 years experience in project management and design. Responsible for; delivery of multimillion dollar projects, managing a small project team and critical infrastructure strategic asset planning.
<b>Peter Garlick</b>	Committee Member, FHC Infrastructure Sub-committee. Life Member, FHC	B.A. (Psych). MBA	Compliance Manager SAPN. Previously Managing Director Health & Fitness Software Pty Ltd
<b>Simon Marsh</b>	Committee Member, FHC Infrastructure Sub-committee	B Ec, Dip in Accounting, CPA, MPA(Policy)	Retired - Previously Director of Audits, Auditor-General's Department of South Australia
<b>Julie Mills</b>	Committee Member, FHC Infrastructure Sub-committee	B Eng (Hons) M Tech PhD	Head of the School of Natural and Built Environments, Professor of Civil Engineering, University of SA
<b>James Denton</b>	Civil/ Structural engineer	B Eng (Civil) Hons CPEng MIE Aust BAppSc (EnvMngt)	Principal engineer and director of his own consulting business DENLIN (Engineering Consulting Practice)
<b>Jacob Redden</b>	Lawyer	Grad Dip Legal Practice, B Int Std, B Law	Associate at Gilchrist Connell, specialist insurance law firm

&lt;Project Name&gt;

**APPENDIX 5: WMPF Redevelopment Stakeholders**

The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
WMPF Redevelopment Stakeholders	Provides details of key stakeholders and organisations.	Refer to table below

Key Area	Parties	Key People	Comments
<b>Local Government</b>	City of Unley	Mayor: Lachlan Clyne CEO: Peter Tsokas GM Community: Megan Berguis Sport & Rec Planner : John Wilkinson	Provided intro to City of Adelaide & Park 17 development
	City of Mitcham	Mayor: Glenn Spear CEO: Matthew Pears	Steering FHC toward WMPF as part of a cross regional sporting hub. About to commence a Sport & Rec plan.
	City of Adelaide	Program Manager: Matthew Rechner Recreation Planner: Ray Scheuboeck	Park 17 project consolidated by AHC & BHC - HSA Sep 2014
	Marion Council	Mayor: Kris Hanna Manager Strategic Projects: John Valentine Sean O'Brien	Steering FHC toward WMPF Contact with John W
<b>State Government</b>	Independent ALP ALP	Martin Hamilton-Smith Leon Bignal Annabel Digance	Strong desire to see WMPF redeveloped re memorial via Hockey SA Strong allegiance to FHC
	DPTI	Chief Executive Officer: Michael Deegan	Impact of Darlington Interchange
	Renewal SA	Chief Executive: John Hanlon	Urban revitalisation
	ORS	Executive Director: Paul Anderson Manager Recreation & Sport planning: Phil Freeman Senior project officer: Brian Delaney	Government Sport & Rec facility development department
	Veteran's SA	Executive Director: Rob Manton Paul Sykes	Very keen to upgrade the Banka Memorial for 2018

&lt;Project Name&gt;

Key Area	Parties	Key People	Comments
<b>Women's Memorial Playing Fields</b>	WMPF Trust	President: Bruce Parker – president	> Banka Day Memorial. (8276 9586 & 0400 944 110)
	Cumberland Soccer	Patrick Wetherell & David Hancock	> Soccer
	Sturt Lacrosse	Stacey Appleton	> Have expressed interest in a synthetic surface.
	Southern Districts Tennis	TBA	> Moved out but may have interest to re-engage. Have no real home/ need
	Sturt Softball SACA	President: Richard Coombe 25 year lease	> Looking to move out as a result of new West Park > Lands development
<b>Hockey SA</b>	HSA	Chief Executive Officer: Andrew Ellis HSA Chairperson: Helen Stone	Written endorsement of FHC at WMPF
<b>Federal Government</b>	Liberal	Andrew Southcott	Opportunity for negotiating funding commitment as a result on political competition due to Andrew's resignation

<Project Name>

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**APPENDIX 6: RLB full concept cost estimate report**

The following table summarizes the documents referenced in this document.

<b>Document Name and Version</b>	<b>Description</b>	<b>Location</b>
RLB full concept cost estimate report	Provides detailed concept cost report for the capital cost for the synthetic pitch and clubroom development.	Attached – refer to next page

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Carol Hampton, Manager City Property  
**General Manager:** Abby Dickson, General Manager, City Development  
**Subject:** Toc H Hall Hall(Talbot House)  
**Report Reference:** GC230216R08

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**REPORT OBJECTIVES:**

This report provides Council with an outline of the processes to be followed for the potential disposal of Toc H Hall (Talbot House) and seeks Council approval to commence site investigations which is the first stage of the asset disposal process.

**EXECUTIVE SUMMARY:**

At the Elected Member Workshop held on 16 January 2016 Council discussed asset consolidation and disposal and requested that Administration provide information on the process required to progress the disposal of properties. A report regarding the potential disposal of Toc H Hall was also requested.

The lease on the Toc H Hall expired on 31 January 2016 and the lessee did not elect to renew the lease. As the property is vacant and reaching the end of its useful life it provides an opportunity for Council to consider the disposal of this asset.

The process and proposed timelines are set out in this report, including the Community Land Revocation process.

**RECOMMENDATIONS (3)**

**DUE DATES**

**That Council:**

- |  |                         |
|--|-------------------------|
| <b>1. Endorse Administration to undertake site investigations into the potential disposal of Toc H Hall, Certificate of Title Volume 6022 Folio 144.</b> | <b>23 February 2016</b> |
| <b>2. Requires Administration bring a report back at the conclusion of the site investigations regarding the potential disposal of Toc H Hall.</b>       | <b>24 May 2016</b>      |



## BACKGROUND

Council has expressed a desire to pursue opportunities for asset consolidation and disposal to maximise use of community facilities and ensure public value is delivered through its assets.

The opportunity exists for Council to consider the potential disposal of Toc H Hall is located on 30A Delaine Avenue, Edwardstown. The hall was built in 1955 and comprises a brick building with a gabled galvanised iron roof over an open hall area, kitchen, offices, storeroom and amenities. The building is in a poor condition and potentially reaching the end of its useful life. A building condition audit is currently being undertaken which will confirm the building's physical condition and its remaining useful life.

Council had leased the Toc H Hall to the RAOB Grand Lodge until the lease expired on 31 January 2016. The RAOB has recently undertaken a review of the facilities they were using, and determined to relocate to alternative premises.

The Disposal Land and Asset Policy sets out the criteria to be taken into consideration when assessing a property for disposal. Any decision to dispose of Land and Assets will be made after considering (where applicable):

- the usefulness of the Land or Asset;
- the current market value of the Land or Asset;
- the annual cost of maintenance;
- any alternative future use of the Land or Asset;
- any duplication of the Land or Asset or the service provided by the Land or Asset;
- any impact the disposal of the Land or Asset may have on the community;
- any cultural or historical significance of the Land or Asset;
- the positive and negative impacts the disposal of the Land or Asset may have on the operations of the Council;
- the long term plans and strategic direction of the Council;
- the remaining useful life, particularly of an Asset;
- a benefit and risk analysis of the proposed disposal;
- the results of any community consultation process;
- any restrictions on the proposed disposal;
- the content of any community land management plan; and
- Other relevant policies of the Council, including:
  - Asset Accounting
  - Asset Management
  - Community Consultation
  - Procurement
  - Prudential Management

A copy of the policy is attached as appendix 1 to this report. In addition to this there are several other aspects which need to be considered which include consideration of easements, contamination and native title.

Toc H Hall is located on Community Land and it will be necessary for the Community Land Revocation process to be undertaken if a decision is made to dispose of the asset

## PROCESS FOR POTENTIAL DISPOSAL of Toc H HALL

There are five key stages Council needs to follow when considering the disposal of a property:

1. Consideration of the asset and approval to progress site investigations
2. Site Investigation
3. Resolution to dispose or retain the property
4. Community Land Revocation (if applicable)
5. Disposal process (if applicable)

The table below outlines the steps and time required to undertake a site investigation on TOC H Hall. At the conclusion of this process Council will receive a report outlining the outcomes of the investigations and seek Council's approval to dispose of or retain the property.

<b>Stage</b>	<b>TIMEFRAME</b>
Meet with existing users to ascertain utilisation, future needs and discuss alternative sites  <b>COMPLETED</b>	January 2016
Seek Council approval to undertake site investigations  <b>Current Stage of Process</b>	February 2016
Undertake site investigations which includes: <ul style="list-style-type: none"> <li>• Asset assessment in line with the Disposal Land and Asset Policy</li> <li>• Confirm council can revoke the classification of community land eg not under section 8 of the Act, under a special Act of Parliament or under an instrument of trust</li> <li>• Review the building Condition Audit information</li> <li>• Property search eg title, easements, LMA, contamination, heritage, significant trees</li> <li>• Seek feedback from Ward Councillors</li> <li>• Seek feedback from relevant Council Departments</li> <li>• Identify and meet with key community stakeholders</li> <li>• Obtain two market valuations</li> </ul>	March 2016
Provide report back to Council which includes: <ul style="list-style-type: none"> <li>• outcomes of the site investigations</li> <li>• Community engagement plan</li> <li>• Recommendation to dispose of or retain the asset</li> <li>• Estimate cost of disposal and cost benefit to Council (this will depend on proposed future use eg residential)</li> <li>• Should Council endorse the disposal of the asset, Council authorisation will be sought to commence a revocation process including preparation of Section 194 report</li> </ul>	May 2016

## **Community land revocation PROCESS**

The process for revoking community land classification is set out in the Local Government Act 1999. In seeking a revocation of the classification Council is required to demonstrate to the community that it has developed a specific strategy for the future use of the land and that a revocation of the classification is necessary to deliver the strategy. This may include disposal as part of Council's asset consolidation program.

Before Council submits a proposal to the Minister for revocation of the classification of community land it must prepare and make publicly available a report on the proposal. The report forms the basis of council's consultation with the community.

Subsection 194 (2) of the Act requires the following information be included in the report

1. A summary of the reasons for the proposal
2. A statement of any dedication, reservation or trust to which the land is subject
3. A statement of whether revocation of the classification is proposed with a view to sale or disposal of the land and, if so, details of any Government assistance given to acquire the land; and a statement of how Council proposes to use the proceeds;
4. An assessment of how implementation of the proposal would affect the area and the local community
5. If the council is not the owner of the land – a statement of any requirements made by the owner of the land as a condition of approving the revocation of the classification

A flow chart for the Revocation Process is attached as appendix 2 to this report.

Once the revocation has been granted Council would then commence the disposal process. The timing of this next stage is dependent on Council's decision for the future use of the asset and may involve establishment of new titles, the demolition of buildings etc. Estimated timeframes would be set out in a report to Council.

## **ANALYSIS:**

### **Consultation & Communication**

Consultation has occurred with the existing Toc H Hall users, ROAB Grand Lodge who have indicated they have no objections to Council seeking to potentially dispose of the asset. They vacated the premises on 12 February 2016.

The hall is located on Community Land and is subject to the legislative consultation requirements regarding the disposal of community assets. Subject to Council approving the potential disposal of TOC H Hall, a community engagement plan will be developed and brought back for Council's consideration in May 2016.

### **Legal/Legislative and Risk Management**

The site investigations will identify any legal requirements for the site and include the development of risk management plan. This information will be included in the report brought back to Council in May 2016.

### **Financial Implications**

The site investigation stage will require the undertaking of activities such as soil testing, title searches, seeking legal advice, valuations etc. Administration will seek to fund this within existing operational budgets. Should site investigations not be able to be funded through existing budget allocations a report will be provided to Council seeking the consideration of additional funding.

### **CONCLUSION:**

Toc H Hall is reaching the end of its useful life and provides an opportunity for Council to consider asset consolidation and disposal. Should Council approve the undertaking of site investigations into the potential disposal of this asset, a further report will be brought back to Council in May 2016.

**Appendix 1: Disposal Land and Asset Policy**

**Appendix 2: Community Land Revocation Process Flowchart**

# Disposal of Land and Assets Policy



## POLICY STATEMENT

The Local Government Act (the Act)<sup>1</sup> requires Council to develop and maintain policies, practices and procedures directed towards the sale or disposal of land or other assets to:

- obtain value in the expenditure of public money; and
- provide for ethical and fair treatment of participants; and
- ensure probity, accountability and transparency in all disposal processes.

The Act requires that Council prepare and adopt a range of policies, including a policy relating to the sale of land and other assets. The policy seeks to identify circumstances where Council will call for the disposal of land or other assets, and set out associated processes.

## DEFINITIONS

In this Policy, unless the contrary intention appears, these words have the following meanings:

**Asset** means any physical item that the Council owns and that has at any time been treated pursuant to the Australian Accounting Standards as an 'asset'. It includes Major Plant and Equipment such as infrastructure and buildings it **does not include** financial investments, trees or Land.

**Land** includes community land, vacant land, operational land, road reserves, any legal interest in land, and any other land-related assets, including all buildings (community and operational) on Land.

**Major Plant and Equipment** includes all major machinery and equipment owned by the Council. It includes all trucks, graders, other operating machinery and major plant items. It does not include Minor Plant and Equipment.<sup>2</sup>

**Minor Plant and Equipment** includes all minor plant and equipment owned by Council. It includes all loose tools, store items, furniture, second hand items removed from Major Plant and Equipment (such as air conditioners, bricks and pavers) and surplus bulk items (such as sand and gravel).

## POLICY PRINCIPLES

Council must have regard to the following principles in its disposal of Land and Assets:

- Council seriously consider the disposal of land where it has been determined that it is no longer required for the community.
- Encouragement of open and effective competition.
- Obtaining value for money (not restricted to price alone). An assessment of value for money may include the consideration of;
  - the contribution to Council's long term financial plan and strategic management plans;

<sup>1</sup> Local Government Act 1999 (SA) s 49(1)(d)

<sup>2</sup> Materiality; Infrastructure, land and buildings \$5000. Furniture, equipment and other \$3 000. GC240614R03 - Asset Accounting Policy

- any relevant direct and indirect benefits to Council, both tangible and intangible;
- efficiency and effectiveness;
- the costs of various disposal methods;
- internal administration costs;
- risk exposure; and
- the value of any associated environmental benefits.
- Council is to behave with impartiality, fairness, independence, openness and integrity in all discussions and negotiations.
- Ensuring compliance with all relevant legislation including;
  - Local Government Act 1999 (SA)
  - Real Property Act 1886 (SA)
  - Land and Business (Sale and Conveyancing) Act 1994 (SA)
  - Development Act 1993 (SA)
  - Retail and Commercial Leases Act 1995 (SA)
  - Residential Tenancies Act 1995 (SA)
  - Strata Titles Act 1988 (SA)
  - Crown Land Management Act 2009 (SA)
  - Community Titles Act 1996 (SA)
  - Roads (Opening and Closing) Act 1991 (SA)
  - Land Acquisition Act 1969 (SA).

## **CONSIDERATIONS PRIOR TO DISPOSAL OF LAND AND ASSETS**

Any decision to dispose of Land and Assets will be made after considering (where applicable):

- the usefulness of the Land or Asset;
- the current market value of the Land or Asset;
- the annual cost of maintenance;
- any alternative future use of the Land or Asset;
- any duplication of the Land or Asset or the service provided by the Land or Asset;
- any impact the disposal of the Land or Asset may have on the community;
- any cultural or historical significance of the Land or Asset;
- the positive and negative impacts the disposal of the Land or Asset may have on the operations of the Council;
- the long term plans and strategic direction of the Council;
- the remaining useful life, particularly of an Asset;
- a benefit and risk analysis of the proposed disposal;
- the results of any community consultation process;
- any restrictions on the proposed disposal;
- the content of any community land management plan; and
- Other relevant policies of the Council, including:
  - Asset Accounting
  - Asset Management
  - Community Consultation
  - Procurement
  - Prudential Management

## **DISPOSAL METHODS**

### **1. LAND DISPOSAL**

Any decision to dispose of land must be a decision of Council.

- 1.1.1 Where the Land forms or formed a road or part of a road, the Council must ensure that the Land is closed under the *Roads Opening and Closing Act 1991* (SA) prior to its disposal.
- 1.1.2 Where Land is classified as community land, the Council must:
  - 1.1.2.1 undertake public consultation in accordance with the Act and the Council's public consultation policy; and
  - 1.1.2.2 ensure that the process for the revocation of the classification of Land as community land has been concluded prior to its disposal; and
  - 1.1.2.3 comply with all other requirements under the Act in respect of the disposal of community land.<sup>3</sup>
- 1.1.3 Where the Council proposes to dispose of Land through the grant of a leasehold interest, the Council must have complied with its obligations under the Act, including its public consultation obligations under Section 202 of the Act.
- 1.1.4 The Council will, where appropriate and through the use of appropriate delegations, dispose of Land through one of the following methods:
  - 1.1.4.1 *open market sale* - advertisement for disposal of the Land through the local paper and where appropriate, a paper circulating in the State, or by procuring the services of a licensed real estate agent and/or auctioneer (following compliance with the Council's Procurement Policy);
  - 1.1.4.2 *expressions of interest* - seeking expressions of interest for the Land;
  - 1.1.4.3 *select tender* - seeking tenders from a selected group of persons or companies;
  - 1.1.4.4 *open tender* - openly seeking bids through tenders, including public auction;
  - 1.1.4.5 *by negotiation* – with owners of land adjoining the Land or others with a pre-existing interest in the Land, or where the Land is to be used by a purchaser whose purpose for the Land is consistent with the Council's strategic objectives for the Land.
- 1.1.5 Selection of a suitable disposal method will include consideration of (where appropriate):
  - 1.1.5.1 the number of known potential purchasers of the Land;
  - 1.1.5.2 the original intention for the use of the Land;
  - 1.1.5.3 the current and possible preferred future use of the Land;
  - 1.1.5.4 the opportunity to promote local economic growth and development;
  - 1.1.5.5 delegation limits, taking into consideration accountability, responsibility, operation efficiency and urgency of the disposal;
  - 1.1.5.6 the total estimated value of the disposal; and
  - 1.1.5.7 compliance with statutory and other obligations.
- 1.1.6 The Council will not dispose of Land to any Council Member or employee of the Council who has been involved in any process related to a decision to dispose of the Land and/or the establishment of a reserve price.
- 1.1.7 If Land is to be auctioned or placed on the open market or disposed of by an expression of interest, then (unless the Council resolves otherwise) one independent valuation must be obtained to establish the reserve price for the Land. The independent valuation must be made no more than 6 months prior to the proposed disposal.
- 1.1.8 If Land is to be disposed of via a select tender or direct sale, then (unless the Council resolves otherwise) a minimum of two independent valuations must be

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<sup>3</sup> The Act may be amended from time to time.

obtained to ensure that an appropriate market value is obtained. The independent valuation must be made no more than 6 months prior to the proposed disposal.

- 1.1.9 The Council will seek to dispose of Land at or above current market valuation by whichever method is likely to provide the Council with a maximum return, unless there are reasons for the Council to accept a lesser return which is consistent with the Council's overall strategic direction. These reasons must be documented in writing.
- 1.1.10 If the disposal is not to be on the open market, the disposal should be at or above the current market valuation (with due regard to all associated costs to achieve the transaction or such other amount as the Council resolves).

## 1.2 ASSETS DISPOSAL

The sale of Assets (both Major Plant and Equipment and Minor Plant and Equipment) will be the responsibility of the relevant Council Officer who is responsible for those Assets and who has the necessary delegations.

- 1.2.1 The Council will, where appropriate, dispose of Assets through one of the following methods:
  - 1.2.1.1 *trade-in* – trading in equipment to suppliers;
  - 1.2.1.2 *expressions of interest* – seeking expressions of interest from buyers;
  - 1.2.1.3 *select tender* – seeking tenders from a selected group of persons or companies;
  - 1.2.1.4 *open tender* – openly seeking bids through tenders;
  - 1.2.1.5 *public auction* – advertisement for auction through the local paper and, where appropriate, a paper circulating in the State, or procuring the services of an auctioneer (following compliance with the Council's Procurement Policy).
- 1.2.2 Selection of a suitable method will include consideration of (where appropriate):
  - 1.2.2.1 the public demand and interest in the Asset;
  - 1.2.2.2 the method most likely to return the highest revenue;
  - 1.2.2.3 the value of the Asset and whether it is Major Plant and Equipment or Minor Plant and Equipment;
  - 1.2.2.4 the costs of the disposal method compared to the expected returns; and
  - 1.2.2.5 compliance with statutory and other obligations.
- 1.2.3 Preference will be given to community groups for Minor Plant and Equipment
- 1.2.4 Elected Members and employees of the Council will not be permitted to purchase Assets unless the purchase is via an open tender process or a public auction, and the tender submitted or bid made is the highest.
- 1.2.5 Purchasers of Assets must be required to agree in writing that before purchasing any Asset that no warranty is given by the Council in respect of the suitability and condition of the Asset for the purchaser and that the Council will not be responsible for the Asset in any respect following the sale.

## 1.3 MINOR PLANT AND EQUIPMENT: REGISTER OF INTEREST

Where Minor Plant and Equipment has not been disposed of through any of the processes in clause 1.2 of this Policy, the City of Marion will publish a list of surplus items and seek offers for their disposal. Decision making will be supported by the following provisions:



- 1.3.1. If two or more offers are the same and one is from within the City of Marion area but the other is not, preference is to be given to the offer within the City of Marion.
- 1.3.2 If two or more offers are the same and one is from a community group, preference is to be given to the community group.
- 1.3.3 If two or more offers are the same and one is from a staff member or elected member and the other is from a community member, preference is to be given to a community member.
- 1.3.4 If the above process does not yield a preferable result as indicated, a random draw be conducted and no further correspondence entered into.

## **2. CONSULTATION**

Council must undertake public consultation in respect of its proposed disposals in accordance with the Act and its public consultation policies where applicable.

## **3. DELEGATIONS**

Council or its officers with delegated authority will, when implementing the decisions under this policy, act in accordance with the Council's budget, relevant policies, plans, agreements and resolutions.

Council acknowledges that the Chief Executive Officer may sub-delegate matters related to this policy to staff or other persons employed or engaged by Council.

## **4. RECORDS**

Council must record reasons for utilising a specific disposal method and where it uses a disposal method other than a tendering process.

## **5. EXEMPTIONS FROM THIS POLICY**

This Policy contains general guidelines to be followed by the Council in its disposal activities. There may be emergencies, or disposals in which a tender process will not necessarily deliver best outcome for the Council, and other market approaches may be more appropriate. In certain circumstances, the Council may, after approval from its elected members, waive application of this Policy and pursue a method which will bring the best outcome for the Council. The Council must record its reasons in writing for waiving application of this Policy.

## **6. FURTHER INFORMATION**

- 6.1 This policy will be kept on the Council's website for the public to view.
- 6.2 This policy will be reviewed in conjunction with the suite of finance policies every two years.
- 6.3 However, Council may revise or review this Policy at any time (but not so as to affect any process that has already commenced).

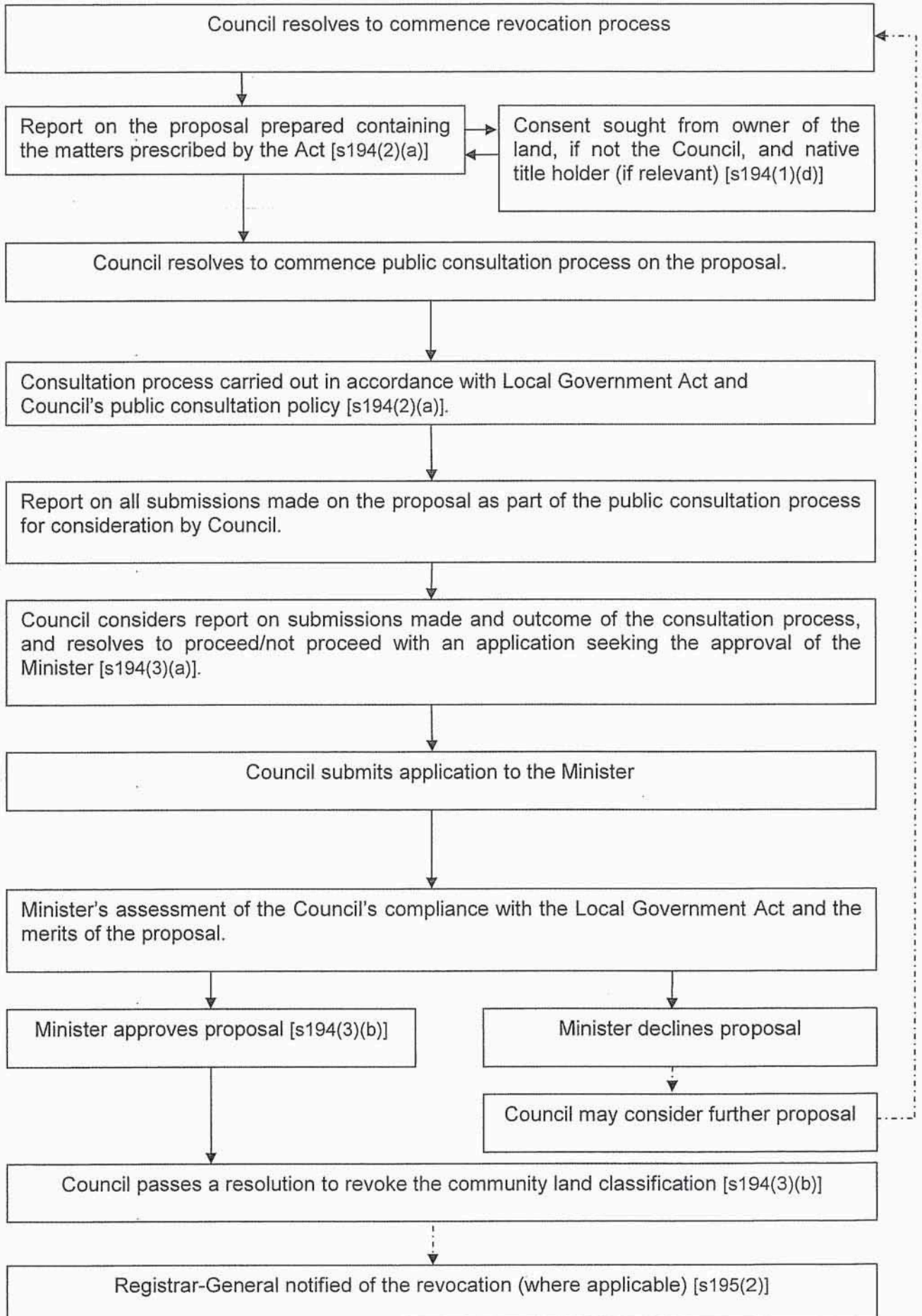
## **AUTHOR**

Heather Montgomerie

**DATE**

23 June 2015

**Flow Chart of Revocation Process**



**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Jaimie Thwaites, Unit Manager Council Support  
**Corporate Manager:** Kate McKenzie, Manager Corporate Governance  
**General Manager:** Vincent Mifsud, General Manager Corporate Services  
**Subject:** LGA General Meeting 2016 – Proposed Council Notices of Motion  
**Reference No:** GC230216R09

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**REPORT OBJECTIVE**

The purpose of this report is to consider Notice of Motions for forwarding to the Local Government Association (LGA) for consideration at the Local Government General Meeting and to nominate a Voting Delegate.

**EXECUTIVE SUMMARY:**

Elected Members were asked to forward proposed motions to Administration by 10 February 2015 for further consideration at the 23 February 2016 General Council meeting. The LGA General Meeting will be held on Friday 15 April 2016 at the Ridley Pavilion, Adelaide Showgrounds.

**RECOMMENDATIONS: (4)**

**DUE DATE:**

**That:**

- |   |                         |
|---|-------------------------|
| <b>1. Council notes the report “LGA General Meeting 2016 – Proposed Council Notices of Motion”</b>  | <b>23 February 2016</b> |
| <b>2. Council submits the following motions to the Local Government Association for consideration at the Local Government Association General Meeting to be held on Friday 15 April 2016:</b> <ul style="list-style-type: none"><li>• <i>That the Local Government Association lobby the State Government for the abolition of the NRM levy.</i></li><li>• <i>That the Local Government Association reduce its membership fee by 30%.</i></li></ul> | <b>4 March 2016</b>     |
| <b>3. On submitting the motions to the Local Government Association, the Chief Executive Officer be authorised to amend the wording (without changing the meaning or purpose of the motion) if required.</b>  | <b>4 March 2016</b>     |
| <b>4. The nominated Council Voting Delegate for this meeting is xxx and that the Proxy Delegate for this meeting is XXXX</b>  | <b>2 April 2016</b>     |

## **BACKGROUND:**

The 2016 LGA General Meeting will be held on Friday 15 April 2016 at the Ridley Pavilion, Adelaide Showgrounds. Pursuant to the LGA Constitution, Councils have been invited to submit Notices of Motion for consideration at the General Meeting.

All Notices of Motion from Councils must be received by the Executive Director of the LGA by no later than 12.00 noon Friday 4 March 2016.

Notices of motion must be on the required form setting out:

- Reference to the LGA Strategic Plan 2011 - 2015
- Subject / Title of the Issue
- Background / Intended Purpose

## **ANALYSIS:**

### Voting Delegate

At the City of Marion, historically the Mayor has been the Voting Delegate and Deputy Mayor has been the proxy unless they have been unable to attend the meeting. All Elected Members are eligible to be the Voting Delegate or Proxy. Pursuant to Rule 36 of the LGA Constitution only persons who are Council Members are eligible to be Voting Delegate. Voting Delegate Nomination forms are due to the LGA by 1 April 2015.

### Motions

In response to a request for suggested motions, the following two (2) motions have been received from Elected Members:

*-That the LGA lobby the State Government for the abolition of the NRM levy.*

*-That the LGA reduce its membership fee by 30%.*

In the past, prior to submitting any Notices of Motion, Councils were required to consult with the LGA to clarify any existing policy positions and to ascertain the current status of any associated matters being addressed by the LGA. This requirement no longer exists so the above motions have not been submitted to the LGA for comment.

## **CONCLUSION:**

If Council resolves to submit any Notices of Motion for the 2016 LGA General Meeting the appropriate motion template will be completed and forwarded to the LGA by the due date of 12.00 noon Friday 4 March 2016.

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** Adrian Skull, Chief Executive Officer

**Subject:** Section 270 – Review of Process – Reserve Street Reserve Dog Park

**Report Reference:** GC230216R10

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**REPORT OBJECTIVES:**

To report back to Council with the recommendations of the investigation around the process of the Internal Review of the Section 270 Review for Reserve Street Reserve Dog Park.

**EXECUTIVE SUMMARY:**

At its meeting on the 9<sup>th</sup> February 2016, Council resolved that the Chief Executive Officer review the process that the independent report writer undertook in conducting the Section 270 review.

As part of the resolution it was asked that:

- Councillors provide any identified issues, incorrect or misleading information within the section 270 report to the Chief Executive Officer within 7 days.
- The Chief Executive Officer investigates the identified issues and report back to Council on the outcome.

Chief Executive Officer, Adrian Skull met with Councillor Byram and Councillor Crossland and conducted a phone interview with the Independent report writer.

As a result of the investigation the following recommendations have been made for Council consideration:

- Prior to the commencing of any s270 reviews, a briefing is made to the Independent consultant that includes a complete listing of interested parties to be interviewed.
- The Section 270 review should list persons interviewed at the start of the investigative report.
- The Terms of Reference should be agreed prior to going out to an independent investigator
- All reference documentation should be attached.
- The name of the Section 270 Report author is included in the report in order that it stands alone from the covering Council report
- Council's Community Engagement Policy and Framework be reviewed to consider how the processes can be improved. It is noted that this matter is scheduled for an Elected Member Forum in May 2016.
- A post-implementation review meeting involving all Southern Ward Councillors, the Open Space team members involved in this project and the General Manager City Development is held to consider recommendations from this report and to put in place processes to prevent the recurrence of the situation requiring this review.

**RECOMMENDATIONS (1)**

**DUE DATES**

**That Council notes the report and endorses the recommendations within the report.**

**February  
2016**

## **Investigation into claims of deficiencies in the Section 270 review of the process for the establishment of a dog park in Reserve Street Reserve, Trott Park**

### **Background**

At its meeting of 09 February 2016, Council resolved as follows:

#### ***Section 270 Review – Reserve Street Reserve Dog Park Report Reference: GC090216R07***

#### ***Moved Councillor Crossland, Seconded Councillor Byram that:***

- 1. Council provisionally accept the report on the basis that the recommendation supports the development of a dog park at Reserve Street Reserve , Trott Park.*
- 2. Council commence construction of the dog park.*
- 3. Councillors provide any identified issues, incorrect or misleading information within the section 270 report to the Chief Executive Officer within 7 days.*
- 4. The Chief Executive Officer investigate the identified issues and report back to Council on the outcome.*
- 5. The report writer is not asked to conduct any other reviews for the City of Marion*

***Carried***

The Chief Executive Officer interviewed Cr Byram and Cr. Crossland on 13 February 2016 at 9.30am at the Administration Office, 245 Sturt Road, Sturt.

The Chief Executive Officer also spoke to the independent investigator by telephone on the 16 February 2016.

The following is a summary of the interview discussion, which centered on Crs. Byram and Crossland's concerns with what they regard as flaws in the section 270 (s270) investigation process and their desire to ensure that future investigations are thorough and do not have omissions of fact.

This report has been agreed by Crs. Byram and Crossland as a true and accurate record of the interview of 13 February 2016.



### **Principal omissions highlighted in the s270 investigation:**

1. None of the Southern Ward Councillors were interviewed despite their involvement with the process to establish a dedicated dog park at Trott Park.
2. Dates were not correct:
  - a. Page 1 – concept plan ward briefings 3 March and 10 April 2015;
  - b. Page 1 - dog expert brought to discussion 29 June 2015;
  - c. Page 4 - resident meeting 31 May 2015 and meeting with dog expert 29 June 2015;
  - d. Page 4- report states that “no further discussions were held ...” but email correspondence occurred with Resident on 23 October 2015 with reply 26 October 2015.
3. The investigation did not note opportunities to improve in the provision of regular and thorough updates / briefs to Council.
4. Documents referred to in the s270 report were not furnished. [Note that the investigator provided a list of documents – but they were not tabled with the report to Council].
5. The additional community consultation by Crs Byram and Crossland was not referenced.

### **Timeline / history concerns with the s270 Investigation:**

Crs. Byram and Crossland shared the following points of concern from their perspective:

1. Ward Councillors worked hard on this project with the intention of ensuring good community connection and assisting with the process for the dog park’s establishment. For example, Cr Byram had previously door-knocked a large number of homes in Trott Park with many residents reporting that they were aware of and supported Council’s aspiration for a dog park to be established at Trott Park.
2. The s270 report failed to note that at the initial council meeting during which a dog park at Reserve Street Reserve was proposed, a government grant of \$100,000 was available. When options were initially discussed a report stated that \$48,000 would be required for a “feasibility study”. The recommendation from staff was to hand back the government grant. This was not supported. [Note that this option was put up by staff should the feasibility study have not shown that the dog park option was viable].
3. Council was not briefed about the history of the dog park discussions when the proposal was first brought to them, nor about a resident’s petition coming to Council on the dog park on 25 October 2011 with 61 signatures seeking the establishment of a dog park at Reserve Street Reserve.
4. At Ward briefings:
  - The initial plan presented to Council showed a small dog park, located on a steep gradient. The design appeared to be put forward with the

\$100,000 budget in mind. All four Elected members were against the design and questioned a number of aspects in particular the size.

- In an attempt to maximize the \$100,000 landscaping and shade was removed from the plan in favour of essential infrastructure. Staff stated at the ward briefing that many of the design elements such as air locks and the height of the fencing could not be changed due to Australian Guidelines and Council insurance. The amended design was sent out to consultation despite four Southern Ward Councillors not supporting it on the basis that it was too small and in their opinion unusable (per Ward briefing discussions). Elected Members thought that staff should not have sent out a design that Ward Councillors would not support.
- 5. Elected Members asked for a new design that met all the parameters required under the Australian Guidelines and was large enough to be a functioning dog park rather than focusing on the \$100,000 grant. It was clear that it was not possible to build a fit for purpose Dog Park without seeking additional funds.
- 6. Cr. Byram developed a survey (questionnaire) to gauge public sentiment. Staff offered to (and subsequently did) print up the questionnaire and it put on-line.
- 7. Cr Byram handed out the survey at the local shops which resulted in a request by a resident to have a meeting in their home with five other local residents and Cr Crossland.
- 8. Matters raised at the resident's home matched those raised in Ward Briefings by Elected Members.
- 9. After the meeting, Crs. Byram and Crossland and the residents (plus one who did not attend the meeting in the resident's home) walked the park discussing:
  - a. alternative locations/entrances away from houses,
  - b. fencing (including the possibility of fencing around the playground and fencing each of the park's entrances instead of a small dog park)
  - c. car parking issues
  - d. accommodating horse movement through the park
  - e. siting of bins and dog bag dispensers
  - f. mowing activity/vegetation (native plantings)
  - g. The potential for dog attacks.
  - h. All residents were given direct contact details for Cr. Byram.
- 10. Crs. Byram and Crossland brought resident feedback back to their Ward briefing. Staff arranged for Councillors to meet a "Dog Expert" at the park. The meeting was attended by Crs. Crossland and Byram and staff. The dog expert endorsed the suggestions put forward by Elected Members in particular for an increase to the overall size of the dog park.
- 11. A new design encompassing Elected Member requests and community concerns was included in the 3 options presented to Council on 27 October 2015.
- 12. Cr. Byram had been unable to contact the concerned resident who was not answering her calls.

13. Cr. Crossland spoke to the resident and discussed the Dog Park. The resident was aware that all the issues she raised had been addressed, however she was of the view that her complaints would lead to the dog park being relocated to a completely new reserve and not further away from her home in the same reserve. She believed that a reference to relocation meant to a new reserve.
14. A deputation was made to Council at its meeting 27 October 2015 (refer to point 3 above).
15. Overall there exists a belief of Crs. Byram and Crossland that staff did not appear to appreciate that Elected Members have an enthusiasm to contribute to major developments in their Ward area, a well-established connection with residents in their Ward and experience that may add value to the process of developing a site such as the Reserve Street Reserve, Trott.
16. A design closer to the one eventually proposed should have been sent out for community consultation, but this would have been outside the scope of the 9<sup>th</sup> December 2014 Council Resolution.

***Moved Councillor Byram, Seconded Councillor Crossland that Council:***

1. *Enter into a funding agreement with the Department of Planning, Transport and Infrastructure to utilise the \$100,000 offered to establish a dog park in Trott Park.*

***Carried Unanimously***

17. There was a risk in the process of establishing the dog park that could have resulted in lost opportunities. This could have resulted in good public relations for Marion Council being lost. The intention is for Trott Park to be held up as best practice (such as with Hazelmere Park) and that a similar big, attractive dog park becomes a landmark for the south.

## **Key Findings**

- Administration must recognise the contribution, experience and enthusiasm to assist of Elected Members, and value their connection with community. The aim is for staff and Elected Members to work together when engaging with the community in a formal consultation process.
- Community members should be afforded opportunities to be consulted prior to a final design going to council.
- Expert advice (in this case a dog expert) should be brought in to provide advice (where appropriate) prior to consultation being commenced.
- With the s270 investigation:
  - o The investigator did not interview Elected Members who were involved in the process, resulting in an incomplete investigation. [Note that the independent investigator maintains that he attempted to contact Cr. Byram and left a message on her mobile phone].

- The investigator omitted to acknowledge involvement of Cr Crossland in the process nor the other two Southern Ward Councillors.
- Dates were general and not specific.

## **Recommendations**

It is recommended that:

- Prior to commencing any s270 review, a briefing is made to the Independent consultant that includes a complete listing of interested parties to be interviewed.
- The s270 review should list persons interviewed at the start of the investigative report.
- The Terms of Reference should be agreed prior to going out to an independent investigator.
- Reference documentation must be attached.
- The name of the s270 report author is included in the report in order that it stands alone from the covering Council report.
- A review is brought back to Council on the Community Engagement policy and consideration is included on the involvement of Elected Members in the consultation process where appropriate.
- A review is conducted with Council on the s270 process (scheduled for May 2016).
- A post-implementation review meeting involving all Southern Ward Councillors, the Open Space team members involved in this project and the General Manager City Development is held to consider recommendations from this report and to put in place processes to prevent the recurrence of the situation requiring this review.

**CITY OF MARION  
GENERAL COUNCIL MEETING  
23 February 2016**

**Originating Officer:** David Harman, Financial Accountant  
**Corporate Manager:** Ray Barnwell, Manager Finance  
**General Manager:** Vincent Mifsud, General Manager Corporate Services  
**Subject:** Finance Report – January 2016  
**Report Reference:** GC230216R11

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**REPORT OBJECTIVES AND EXECUTIVE SUMMARY:**

This report provides Council with information relating to the management of financial resources under its control as at January 2016. This report is one of a series of reports designed to assist Council in achieving and maintaining a financially sustainable position. Other reports assisting in this process include the Quarterly Budget Reviews and the Long Term Financial Plan.

It is considered appropriate that financial information regarding Major Projects be presented on a monthly basis in this report. Financial information regarding Major Projects will also be summarised in the quarterly Major Project reports. The principles used for assessment of reportable projects are according to the following criteria:

- Council has agreed to proceed with the project and approved a Section 48 Prudential Report.
- The Whole Of Life Cost is greater than \$4 million dollars (including grant assisted projects).
- Has a project life of more than 12 months.

According to the above criteria, the Cove Civic Centre and the City Services Redevelopment projects qualify and are included in Section 2 of this report.

**RECOMMENDATIONS (1)**

**DUE DATES**

**That Council:**

- |   |                         |
|---|-------------------------|
| <b>1. Receive the report “Finance Report – January 2016”.</b> | <b>23 February 2016</b> |
|---|-------------------------|

## **BACKGROUND**

This report is presented on a monthly basis to provide Elected Members with key financial information to assist in monitoring Council's financial performance.

## **DISCUSSION:**

Appendix 1 contains a financial report to identify Council's performance against budget utilising a "Funding Statement". It provides a review against all of the elements contained within the Statement of Comprehensive Income and Statement of Financial Position that are adopted as part of the Annual Budget Report.

The following reports are included:

(1) Major Projects

Section 48 approved Projects

- (a) Cove Civic Centre (CCC)
- (b) City Services Redevelopment

(2) Funding Statement – Actual versus Budget (Appendix 1)

(3) Debtors Reports for Sundry Debtors and Rates Debtors (Appendix 2)

**(1) Major Projects****(a) Cove Civic Centre**

	2015/16 Actual + Committ YTD 31/01/2016	2015/16 Budget	Project Cost At Completion
<b>Income</b>			
Federal Budget Grant 2011-12 Contribution			3,400,000
<b>Total Income</b>			<b>3,400,000</b>
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(601,825)	(2,291,025)	(13,400,000)
<b>Total Expenditure</b>	<b>(601,825)</b>	<b>(2,291,025)</b>	<b>(13,400,000)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>(601,825)</b>	<b>(2,291,025)</b>	<b>(10,000,000)</b>

The net deficit forecast will be funded in the following manner:

<b>Funded By : (Over Project Life)</b>	<b>\$</b>
Fixed Term Loan	10,000,000
	<u><b>10,000,000</b></u>

Construction of the Cove Civic Centre was originally forecast to commence in 2010/11. At the 13 November 2012 Council Meeting, a Section 48 Prudential report (GC131112R01) was considered and adopted by Council.

Following Councils support of a design-led approach which provided greater certainty regarding design and project costs construction commenced in late October 2013. With construction completed in late July 2015 the Centre was officially opened on 1 August 2015.

The Federal Government provided \$3.4 million which was received in June 2012 as a contribution to the Cove Civic Centre Budget with the balance being funded through fixed term loan funding.

**(b) City Services Redevelopment**

	2015/16 Actual + Committ YTD 31/01/2016	2015/16 Budget	Project Cost At Completion
<b>Income</b>			
<b>Total Income</b>			-
<b>Expenditure</b>			
<b>Operating</b>	-	-	-
<b>Capital Construction</b>	(3,505,646)	(3,906,369)	(14,332,000)
<b>Total Expenditure</b>	<b>(3,505,646)</b>	<b>(3,906,369)</b>	<b>(14,332,000)</b>
<b>Project Result Surplus/(Deficit)</b>	<b>(3,505,646)</b>	<b>(3,906,369)</b>	<b>(14,332,000)</b>

The net deficit forecast will be funded in the following manner:

<b>Funded By : (Over Project Life)</b>	<b>\$</b>
Operating Revenue	1,732,000
Savings from 2014/15	2,914,000
Fixed Term Loan	9,686,000
	<b>14,332,000</b>

The City Services Redevelopment design work commenced in 2011/12, with tendering for the project commencing in March 2014. Following the completion of the tender process, Council unanimously approved the awarding of the construction contract for the redevelopment to Badge Constructions (SGC190814F01). The building was officially opened in September 2015 with site works expected to be completed during late 2015.

On the 11 February 2014 (GC110214R04) Council approved the change in allocated funding for this project of up to \$14.332m.

On the 25 March 2014 (GC250314R01) Council approved loan funding of up to \$12.6m to be taken out for this project. On 8 December 2015 (GC081215R08) Council resolved to reduce this amount by the remainder of the identified once-off savings from the 2014/15 audited financial statements (\$2.914m), bringing the maximum loan funding required for this project down to \$9.686m.

Council has also agreed that it will consider a report on the timing and methodology for disposal of any surplus land following completion of the project.



## **INTERNAL ANALYSIS**

### **Financial Implications:**

This report is an information report only and has no direct financial implications.

### **CONCLUSION:**

The main monthly reporting focus is to report the “Actual versus Budget” position to enable regular monitoring of Council’s financial performance. Major Projects require regular reporting and monitoring by Council to ensure prudent financial management is maintained.

Appendix 1: Funding Statement & Graphs – Actual versus Budget.

Appendix 2: Sundry Debtors & Rates Debtors Report

**(2) Funding Statement – Actual versus Budget**

The Funding Statement provides a view of Council's financial performance against the approved budget and is consistent with the information provided at budget reviews. It provides a review against all of the elements contained within the Statement of Comprehensive Income and the Statement of Financial Position that are adopted as part of the Annual Budget Report. It details Council's:

**Statement of Comprehensive Income -**

The operating result is recognised as one of Council's key financial indicators. The budget framework includes a commitment to maintaining a Category 3 Financial Sustainability rating, on average over each five year period, which for 2015/16 means a targeted operating surplus of between \$0 and \$3.421m.

**Comment:** Council currently has a net operating surplus result of \$6.130m before capital revenues, against a year to date forecast budget of \$2.475m surplus. This position is detailed in the attached Funding Statement and variation notes.

**Capital Budget -**

The Capital Budget is linked to Council's key financial indicator – "Asset Sustainability Ratio" and an actual to budget comparison reflects Council's progress in achieving its Capital program.

**Comment:** The actual to budget position reveals that 79.02% of the year to date Capital Renewal Budget has been spent or committed.

The actual progress to date of Council's full Capital New and Renewal Expenditure program is detailed by asset class in the attached graphs, with the exception of major projects which have previously been detailed in this report.

**Loans -**

The loans component of the Funding Statement identifies any new proposed loan receipts or principal payments. Council's borrowings are included in Council's key financial indicator – "Net Financial Liabilities" which reflects Council's total indebtedness.

**Comment:** New borrowings of up to \$6.164m are included in the 2015/16 budget as part of the funding for Council's Major Projects. Principal repayments of \$1.671m mean that the overall loan liability balance is forecast to increase by \$4.493m.

**Reserves & Cash -**

Various fund movements such as surplus budget review results, unspent grants and carryover projects at year end are reflected as transfers to reserves, whilst utilisation of reserve funds are recognised as transfers from reserves.

Cash may be utilised to fund expenditure within the context of Treasury Management to ensure loans are not drawn down where temporary cash holdings are available.

**Comment:** Major movements in Net Transfers from Reserve of \$6.353m include the following:

**Transfers to Reserve**

Urban Tree Fund	\$	10k
Asset Sustainability Reserve	\$	5,609k

**Transfers from Reserve**

Grants and Carryovers Reserve	(\$	11,972k)
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A net cash deficit of \$90k is forecast to occur in 2015/16 of which \$401k relates to budget adjustments funded from 2014/15 annual savings. This results in an underlying funding surplus for 2015/16 of \$311k.

**Funding Statement**  
**As at 31 January 2016**

Original Adopted Budget \$'000		YTD Actual + Committ \$'000	YTD Budget \$'000	YTD Variance \$'000		Annual Budget \$'000	Note
	<b>Operating Revenue</b>						
70,058	<b>Rates</b>	41,048	41,057	(9)	U	69,988	
1,630	<b>Statutory Charges</b>	1,203	1,097	106	F	1,674	<b>A</b>
1,633	<b>User Charges</b>	1,037	911	126	F	1,626	<b>B</b>
6,024	<b>Operating Grants &amp; Subsidies</b>	3,561	1,854	1,707	F	5,932	<b>C</b>
270	<b>Investment Income</b>	381	364	17	F	551	
770	<b>Reimbursements</b>	380	443	(63)	U	767	
536	<b>Other Revenues</b>	286	214	72	F	444	
315	<b>Net gain - SRWRA</b>	-	-	-	-	315	
<b>81,236</b>		<b>47,896</b>	<b>45,940</b>	<b>1,956</b>	<b>F</b>	<b>81,297</b>	
	<b>Operating Expenses</b>						
32,139	<b>Employee Costs</b>	17,686	18,490	804	F	32,233	<b>D</b>
14,561	<b>Contractual Services</b>	10,190	9,895	(295)	U	17,070	<b>E</b>
4,668	<b>Materials</b>	2,352	2,789	437	F	4,666	<b>F</b>
1,343	<b>Finance Charges</b>	315	315	-	-	729	
13,821	<b>Depreciation</b>	8,062	8,062	-	-	13,821	
6,104	<b>Other Expenses</b>	3,161	3,914	753	F	6,231	<b>G</b>
<b>72,636</b>		<b>41,766</b>	<b>43,465</b>	<b>1,699</b>	<b>F</b>	<b>74,750</b>	
<b>8,600</b>	<b>Operating Surplus/(Deficit) before Capital Revenues</b>	<b>6,130</b>	<b>2,475</b>	<b>3,655</b>	<b>F</b>	<b>6,547</b>	
	<b>Capital Revenue</b>						
-	<b>Capital Grants &amp; Subsidies</b>	-	-	-	U	-	
1,500	<b>Contributed Assets</b>	-	-	-	U	1,500	
-	<b>Gain/(Loss) on Asset Disposal</b>	(266)	-	(266)	U	-	
<b>1,500</b>		<b>(266)</b>	<b>-</b>	<b>(266)</b>	<b>U</b>	<b>1,500</b>	
<b>10,100</b>	<b>Net Surplus/(Deficit) resulting from operations</b>	<b>5,864</b>	<b>2,475</b>	<b>3,389</b>	<b>F</b>	<b>8,047</b>	
13,821	<b>add Depreciation</b>	8,062	8,062	-		13,821	
(315)	<b>less Share of Profit SRWRA (excluding dividend)</b>	-	-	-		(315)	
<b>23,606</b>	<b>Funding available for Capital Investment</b>	<b>13,926</b>	<b>10,537</b>	<b>3,389</b>	<b>F</b>	<b>21,553</b>	
	<b>Capital</b>						
13,057	<b>less Capital Expenditure - Renewal</b>	7,270	9,200	1,930	F	15,846	<b>H</b>
6,504	<b>less Capital Expenditure - New</b>	6,514	6,923	409	F	15,143	<b>I</b>
1,500	<b>less Capital - contributed assets</b>	-	-	-	U	1,500	
<b>2,545</b>	<b>Net Overall lending/(borrowing)</b>	<b>142</b>	<b>(5,586)</b>	<b>5,728</b>	<b>F</b>	<b>(10,936)</b>	

Original Adopted Budget \$'000		YTD Actual + Committ \$'000	YTD Budget \$'000	YTD Variance \$'000		Annual Budget \$'000	Note
<b>Funded by</b>							
<b>Loans</b>							
5,388	Loan Principal Receipts (Net)	-	-	-	-	6,164	
-	Loan Receipts/(Payments) from Sporting Clubs (Net)	-	-	-	-	-	
2,314	less Loan Principal Repayments	751	751	-	-	1,671	
<b>3,074</b>	<b>Loan Funding (Net)</b>	<b>(751)</b>	<b>(751)</b>	<b>-</b>	<b>-</b>	<b>4,493</b>	
<b>Movement in level of cash, investments and accruals</b>							
-	Cash Surplus/(Deficit) funding requirements	5,754	26	5,728		(90)	
<b>(5,619)</b>	<b>less Reserves (Net)</b>	<b>6,363</b>	<b>6,363</b>	<b>-</b>		<b>6,353</b>	
<b>5,619</b>	<b>Cash/Investments/Accruals Funding</b>	<b>(609)</b>	<b>(6,337)</b>	<b>5,728</b>		<b>(6,443)</b>	
<b>(2,545)</b>	<b>Funding Transactions</b>	<b>(142)</b>	<b>5,586</b>	<b>(5,728)</b>	<b>F</b>	<b>10,936</b>	<b>J</b>

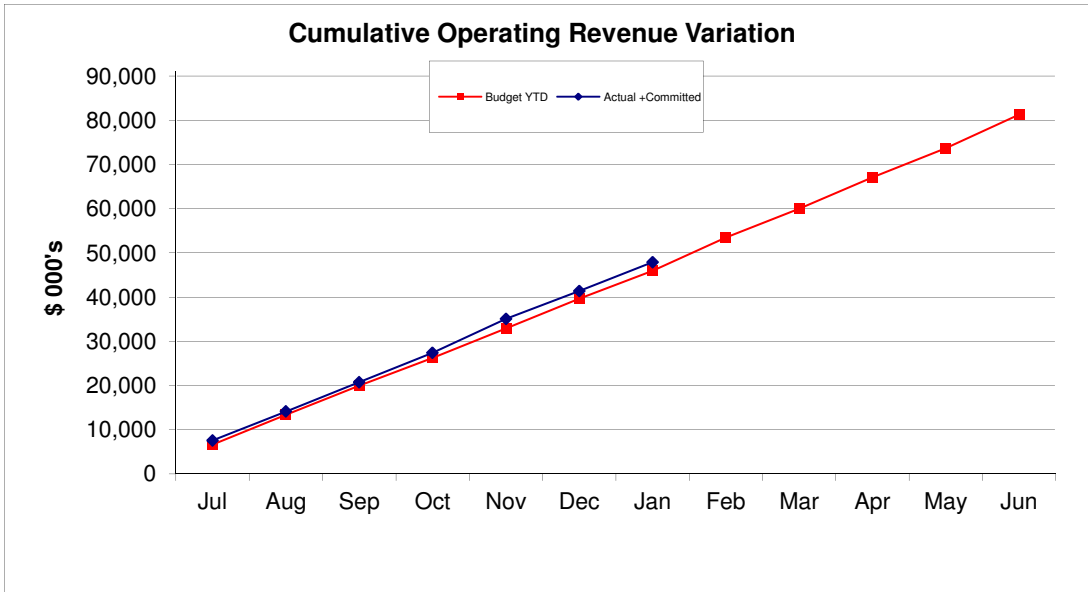
**Variation Notes**

<b>A</b>	<b>Statutory Charges</b>	<b>Favourable \$106k</b>	Predominantly reflects higher than budgeted Parking Fines (\$74k).
<b>B</b>	<b>User Charges</b>	<b>Favourable \$126k</b>	Predominantly reflects Admission Charges (\$96k) relating to greater than expected attendance at the Marion Outdoor Pool, which is due to the higher than average temperatures across December and January.
<b>C</b>	<b>Operating Grants &amp; Subsidies</b>	<b>Favourable \$1,707k</b>	Predominantly reflects budget timing variations with regards to grants received for Roads 2 Recovery (\$856k), Grants Commission (\$272k) and HACC (\$201k).
<b>D</b>	<b>Employee Costs</b>	<b>Favourable \$804k</b>	Predominantly reflects savings from temporarily vacant positions and budget timing variations.
<b>E</b>	<b>Contractual Services</b>	<b>Unfavourable \$295k</b>	Predominantly reflects budget timing variations with regards to Maintenance Agreements (\$276k).
<b>F</b>	<b>Materials</b>	<b>Favourable \$437k</b>	Predominantly reflects budget timing variations with regards to Electricity (\$175k) and Water (\$177k).
<b>G</b>	<b>Other Expenses</b>	<b>Favourable \$753k</b>	Reflects budget timing variations with regards to Insurance Premiums (\$341k), training (\$140k) and a number of other areas, none of which are individually significant.
<b>H</b>	<b>Capital Expenditure (Renewal)</b>	<b>Favourable \$1,930k</b>	Predominantly reflects budget timing variations in regards to fleet replacement (\$907k), ICT equipment (\$173k), City Services Redevelopment (\$575k) and Oaklands Estate Reserve (\$306k).
<b>I</b>	<b>Capital Expenditure (New)</b>	<b>Favourable \$409k</b>	Predominantly reflects budget timing variations in regards to works at Glade Crescent Reserve (\$333k).
<b>J</b>	<b>Funding Transactions</b>	<b>Favourable \$5,728k</b>	The variance in cash/investments/accruals funding is attributable to the corresponding net overall lending/(borrowing) position.

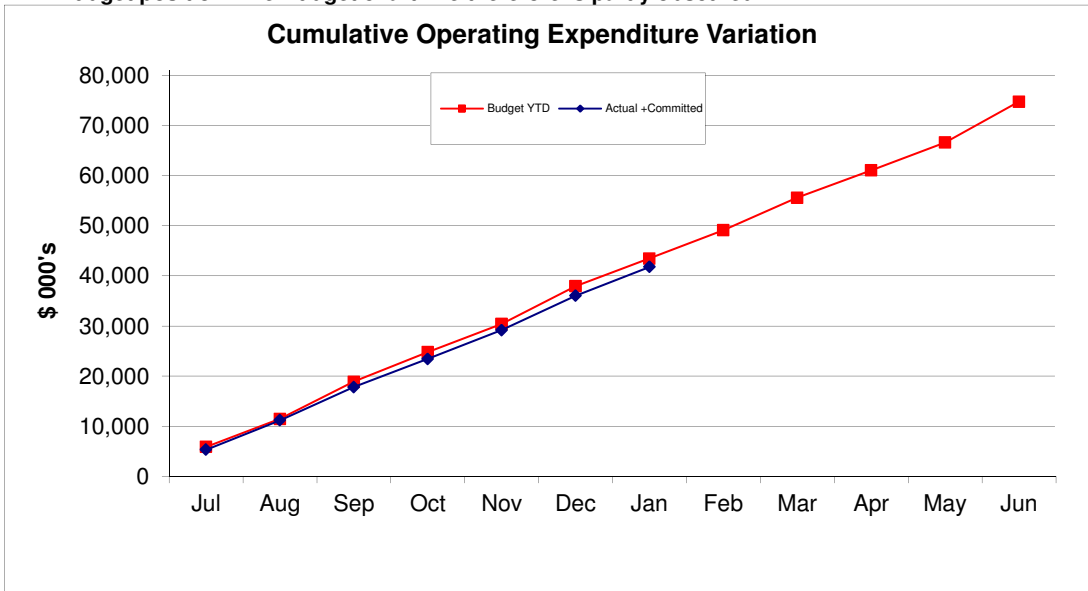
The above comments referring to budget timing variations are where some monthly budget estimates are not reflective of the actual expenditure patterns as at the reporting date.

Note: The progress to date of Capital Expenditure programs (New and Renewal) is detailed in the attached graphs, noting that where no budget exists in the initial months this is primarily due to certain types of capital works that cannot be carried out during periods of inclement weather.

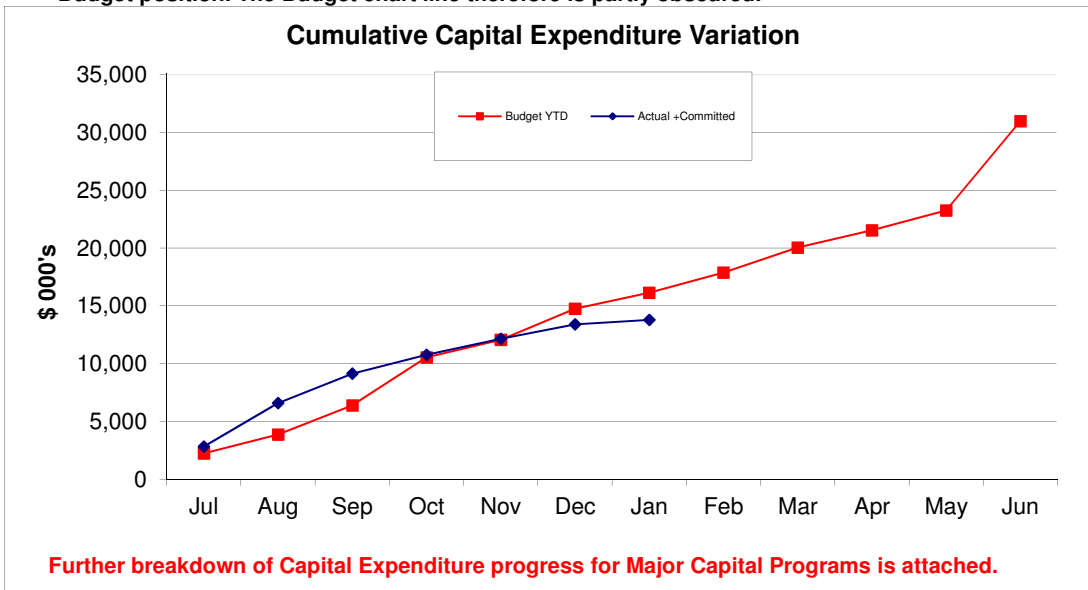
### Funding Statement Cumulative Position - 2015/16



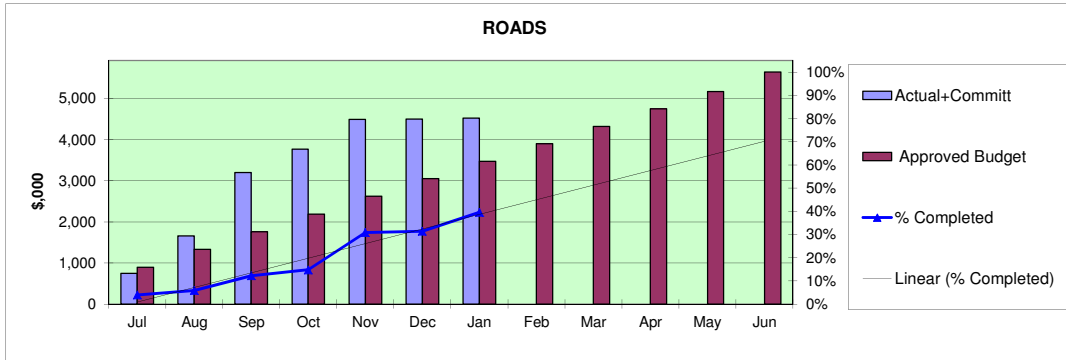
**Note - The Year to Date Actual + Committed position result is accurately aligned to the Year to Date Budget position. The Budget chart line therefore is partly obscured.**



**Note - The Year to Date Actual + Committed position result is accurately aligned to the Year to Date Budget position. The Budget chart line therefore is partly obscured.**

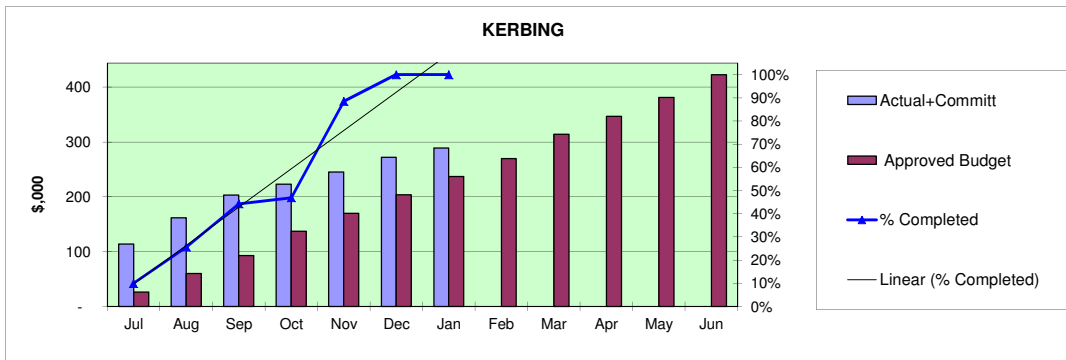


**Further breakdown of Capital Expenditure progress for Major Capital Programs is attached.**



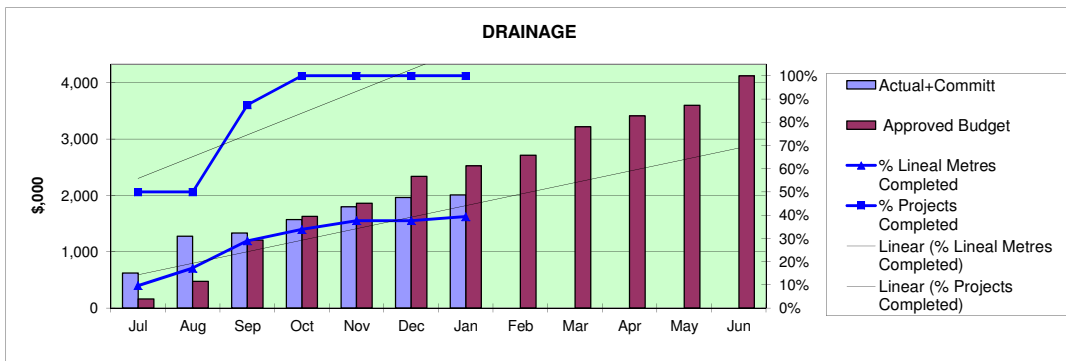
Program commenced, 40% complete and on track.

- The Actual+Commit for January includes a substantial commitment relating to purchase orders being raised for works yet to be carried out.
- The square metre target has increased by 8.5% (34,467 square metres) over the original target due to the receipt of additional Roads to Recovery funding.



Program 100% complete.

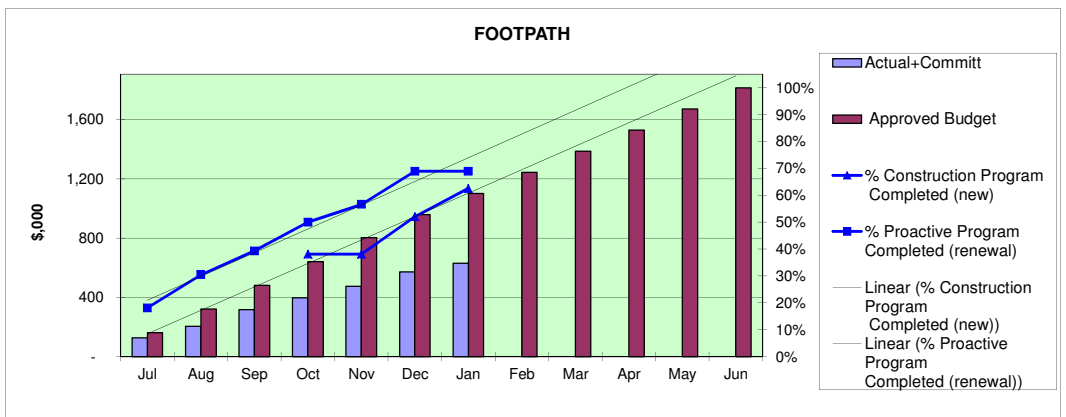
- This target has been increased by 100m due to the additional road seals with all works now being completed.



Program commenced, 39% complete and on track.

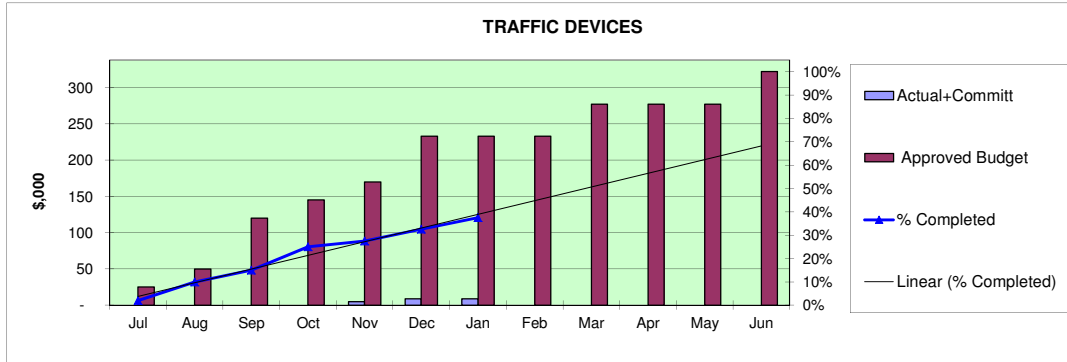
2 of 2 projects completed.

- West Street, Nannagai Drive, Coolah Terrace and Radstock Avenue stage 2 completed.
- Farne Terrace, Pindoe Street, First Street, Maxwell Terrace, Towers Terrace, Panton/Whiteleaf Crescent, Newland Avenue/Jervois Terrace, Brigalow/Mulga and Crozier Terrace in progress.

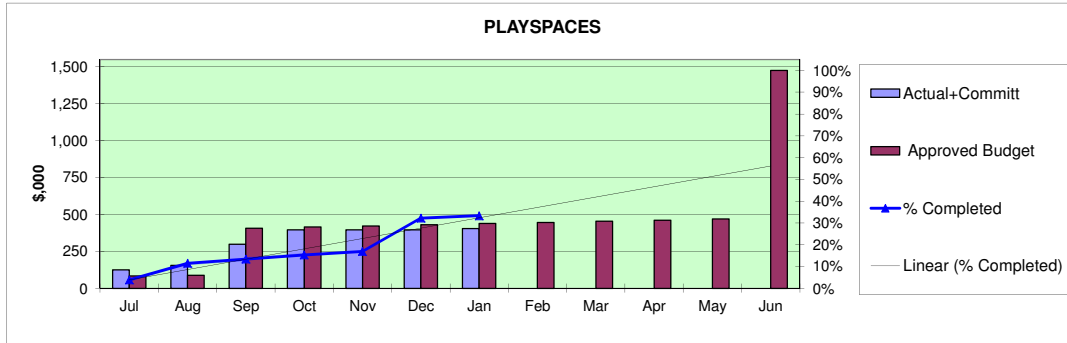


Footpath construction in progress, 63% complete and on track.

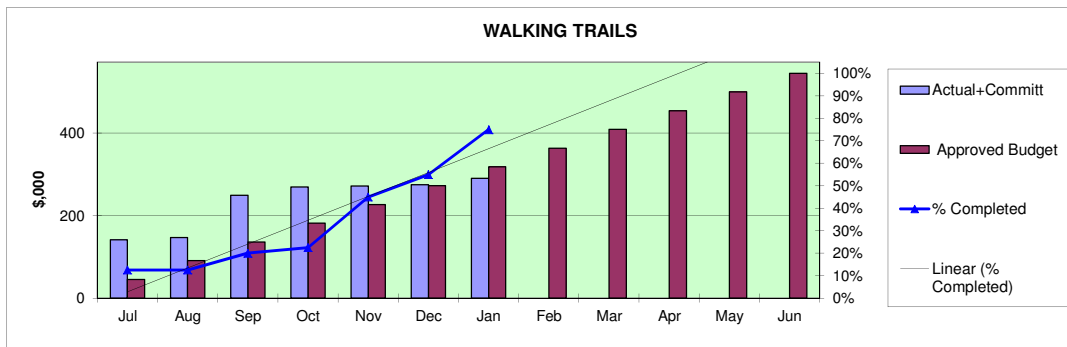
Proactive program commenced, 69% complete, annual target is expected to increase.



- Program commenced, 38% complete.
- Council resolved to engage a consulting engineer to identify another costed option for George Street/Dwyer Road treatments.
  - Construction of Railway Terrace is 75% complete and Quailo Avenue path is 50% complete.

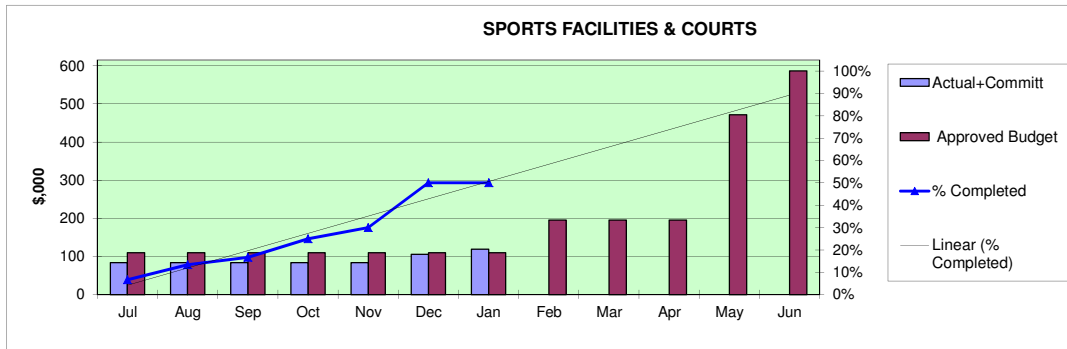


- Program commenced, 33% complete, Playspace strategy is currently under review and the original target will need to be revised.
- Plympton Oval completed.
  - Site works complete for Edwardstown Oval - playspace has been opened and is under contracted maintenance.
  - Draft Concept Plan in design development for consultation throughout December 2015 to February 2016 for Inclusive Playspace (Touched by Olivia Foundation).

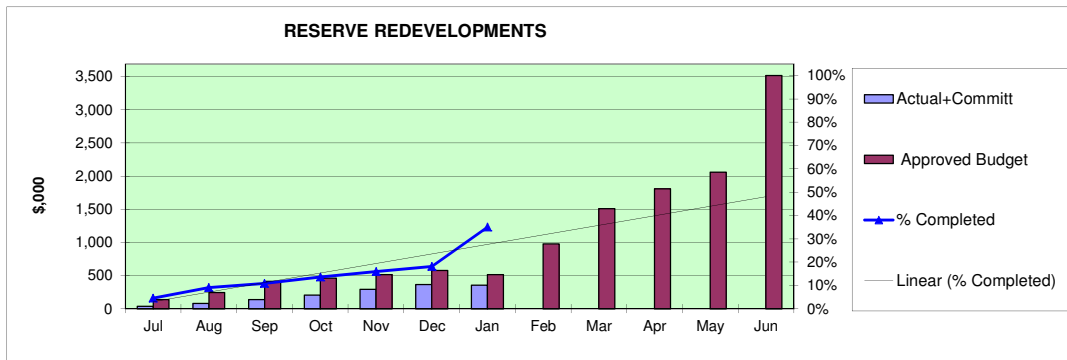


- Program commenced, 75% complete and on track.
- Integrated Path Hallett Cove, Railway Terrace in progress.

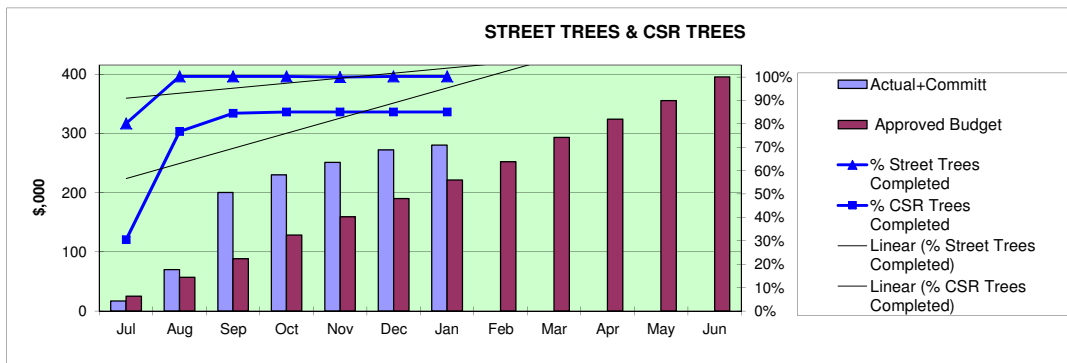




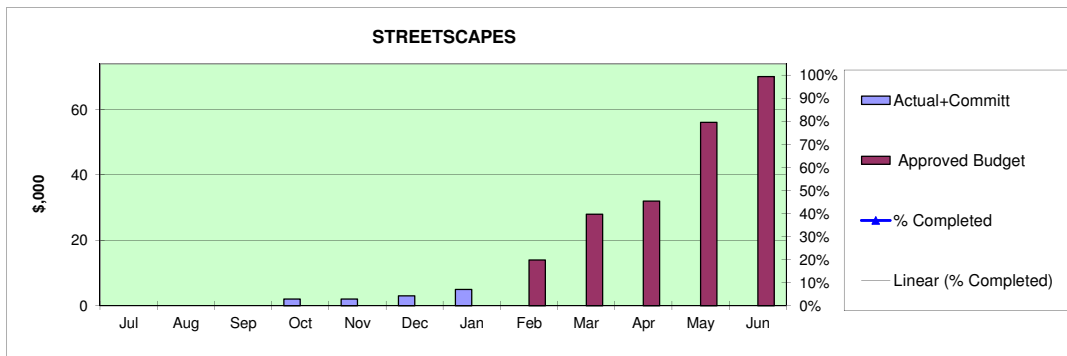
Program commenced, 50% complete.  
 • Edwardstown Oval courts have opened and are under contracted maintenance.  
 • Grant funding body has approved reallocation of funds from Edwardstown Oval velodrome to be used on extra lighting.



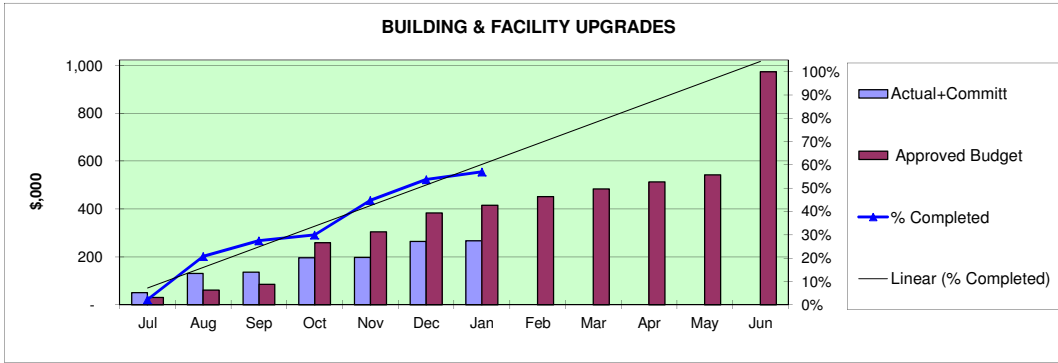
Program commenced, 35% complete, original target is expected to be reduced due to the need to retire a number of projects.  
 • Oaklands Recreation Park completed.  
 • Trott Park Dog Park, Jervois Street Reserve, Mitchell Park Fitness Trail in progress.



Program commenced, Street tree plantings 100%, CSR plantings 85% complete and on track.  
 • Target plantings, Street trees 1,400, CSR trees 400, total 1,800.  
 • Significant plantings, including tube stock, has been carried out to reduce Nursery stock holdings.



Programmed works are scheduled to commence on this program in February.



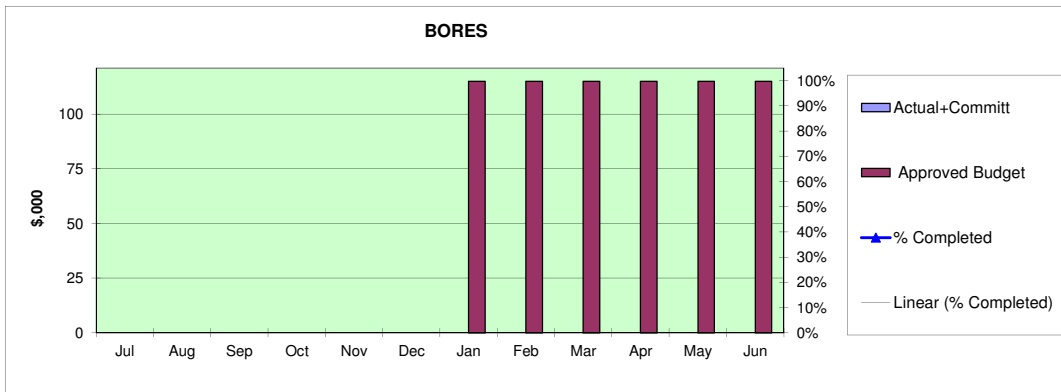
Program commenced, 57% complete and on track.

**Completed**

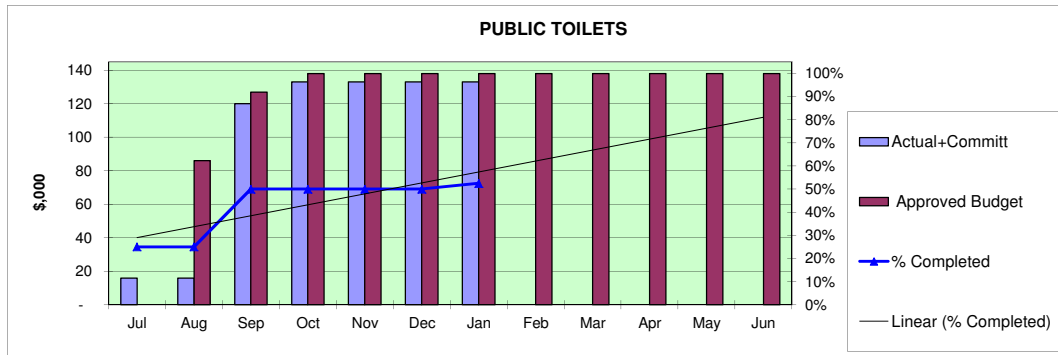
- Marion Outdoor Pool filtration pipe and compressor baffles.
- MCC office fitout and furniture.
- Asbestos removal at 17 Margaret Street Glandore.
- Cove Sports Club drive reseal.
- Marion Bowling Club roof replacement.

**In Progress**

- Harcourt Gardens DDA.
- Warradale Tennis Club DDA and kitchen replacement.
- Glandore Community Centre painting and fascia replacement.
- Active Elders toilet upgrade.
- Marion Outdoor Pool shade sail replacement and access lift DDA
- Administration building signage replacement and smart boards.
- Building Condition audit
- Coastal Walking trail upgrade

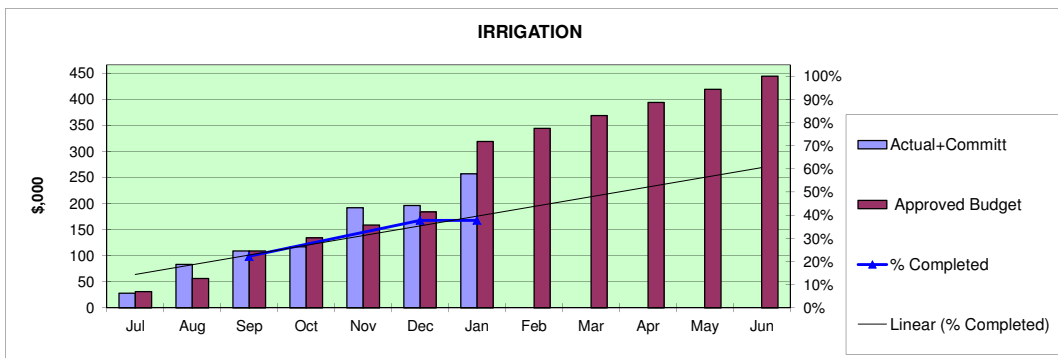


Bore audit commenced, programmed works are dependant upon outcome of final report.



Original program completed, target increased with Oaklands Estate Reserve project budget to be added in second Budget Review.

- Southbank Boulevard Exceloo installed and opened to public 1 October 2015.



Program commenced, 38% complete and on track. Adjusted due to increase in projects.

- Oaklands Estate Reserve and Hallett Cove Soccer completed.
- Marion Bowling Club, Ascot Park Bowling Club and Hamilton Reserve connected and ready for testing.

Debtor	Total Balance	Current	30 Days	60 Days	90 Days	90+ Days	Percentage of total 90+ day balance	Comments for 90+ Day balances
<b>General Total</b>	<b>42,619.61</b>	<b>3,148.71</b>	<b>32,930.80</b>	<b>.00</b>	<b>.00</b>	<b>6,540.10</b>	14%	Made up of 10 out of 16 debtors. Three accounts totalling \$2,744.50 since paid in February, including the finalisation of a payment plan for one debtor.
<b>Hire of Council Facilities Total</b>	<b>6,377.70</b>	<b>420.00</b>	<b>1,890.00</b>	<b>.00</b>	<b>920.00</b>	<b>3,147.70</b>	7%	Made up of 8 out of 16 debtors in this category, with none individually significant.
<b>Land Clearing Total</b>	<b>1,193.18</b>	<b>172.00</b>	<b>730.98</b>	<b>.00</b>	<b>.00</b>	<b>290.20</b>	1%	Made up of 1 out of 4 debtors - final demand letter sent awaiting response.
<b>Sporting Clubs &amp; Other Leases Total</b>	<b>148,711.87</b>	<b>135,494.42</b>	<b>6,819.20</b>	<b>.00</b>	<b>289.76</b>	<b>6,108.49</b>	14%	Made up of 3 out of 53 debtors in this category. Two accounts are on payment plans which are currently being met, with \$900.00 being since paid in February.
<b>Extra Works Total</b>	<b>44,892.50</b>	<b>13,740.00</b>	<b>9,940.00</b>	<b>905.00</b>	<b>2,110.00</b>	<b>18,197.50</b>	40%	Made up of 10 out of 25 debtors in this category, One account is on a payment plan which is currently being met, with \$1,000.00 since paid in February.
<b>Swim Centre Debtors Total</b>	<b>27,755.60</b>	<b>14,974.50</b>	<b>10,399.60</b>	<b>1,012.50</b>	<b>.00</b>	<b>1,369.00</b>	3%	Made up of 3 out of 42 debtors with two totalling \$1,177.40 since paid in February.
<b>Grants &amp; Subsidies Total</b>	<b>91,980.44</b>	<b>57,178.63</b>	<b>.00</b>	<b>29,301.80</b>	<b>5,500.01</b>	<b>.00</b>	0%	
<b>Environmental Health Total</b>	<b>11,171.90</b>	<b>2,123.30</b>	<b>790.00</b>	<b>1,022.00</b>	<b>554.00</b>	<b>6,682.60</b>	15%	Made up of 50 out of 96 debtors in this category, with none individually significant. 14 accounts totalling \$2,135.00 since paid in February.
<b>Impoundment</b>	<b>135.00</b>	<b>.00</b>	<b>.00</b>	<b>.00</b>	<b>.00</b>	<b>135.00</b>	0%	Made up of one debtor.
<b>Tree Funds Total</b>	<b>4,241.84</b>	<b>550.00</b>	<b>918.00</b>	<b>.00</b>	<b>.00</b>	<b>2,773.84</b>	6%	Made up of 10 out of 14 debtors in this category, with none individually significant.
<b>Living Kaurna Cultural Centre</b>	<b>2,650.00</b>	<b>.00</b>	<b>1,268.00</b>	<b>456.00</b>	<b>926.00</b>	<b>.00</b>	0%	
<b>Marion Cultural Centre Total</b>	<b>14,009.17</b>	<b>9,743.42</b>	<b>3,840.75</b>	<b>315.00</b>	<b>110.00</b>	<b>.00</b>	0%	
<b>Total</b>	<b>395,738.81</b>	<b>237,544.98</b>	<b>69,527.33</b>	<b>33,012.30</b>	<b>10,409.77</b>	<b>45,244.43</b>		
<b>Total Aging Profile</b>		<b>60%</b>	<b>18%</b>	<b>8%</b>	<b>3%</b>	<b>11%</b>		

Category	Description
General	Anything that does not fit into one of the below categories.
Hire of Council Facilities	For hire of rooms in Neighbourhood Centres, etc - usually charged out at an hourly rate. Also includes cultural workshops and tours.
Land Clearing	Relates to the clearing of vacant land
Sporting Clubs & Other Leases	Rent, electricity, water, maintenance, etc charged out to lessees.
Extra Works	For repairs or modifications to infrastructure (footpaths, kerbs, driveway inverts). Can be at resident request.
Swim Centre Debtors	Outdoor Swimming Centre - used for lane hire, school visits, etc
Grants & Subsidies	Government grants and subsidies
Environmental Health	Food Inspection fees
Impoundment	Used for Vehicle Impoundment fees.
Tree Funds	Includes contribution from residents and/or developers for the removal and/or replacement of Council Street Trees and significant trees.
Living Kaurna Cultural Centre	Relates to programs run through the LKCC
Marion Cultural Centre	For invoices relating to the Marion Cultural Centre

## **Rates Report - Collection of Rates to 31 January 2016**

### **ANALYSIS OF OUTSTANDING RATES AS AT 31 JANUARY 2016**

	<u>Note</u>		<b>% of Total Annual Rates</b>
CURRENT	1	\$ 28,648,459	<b>40.9%</b>
OVERDUE	2	\$ 929,748	<b>1.3%</b>
ARREARS	3	\$ 957,628	<b>1.4%</b>
POSTPONED	4	\$ 107,120	<b>0.2%</b>
LEGALS	5	\$ 19,709	<b>0.0%</b>
		<b><u>\$ 30,662,663</u></b>	<b>43.8%</b>
<b>TOTAL ANNUAL RATES FOR 2015/16</b>		<b><u>\$ 69,988,000</u></b>	

#### **Note 1: Current**

Current rates represent the total amount of rates levied in the current financial year that are not yet due for payment. For example at 1st January this represents Quarter 3 & Quarter 4 rates unpaid.

#### **Note 2: Overdue**

Overdue rates represent rates levied in the current financial year that remain unpaid past their due payment date. For example on 1st January, this represents rates from Quarter 1 and Quarter 2 that remain unpaid.

#### **Note 3: Arrears**

Rates in arrears represent rates and charges levied in previous financial years that remain unpaid .

#### **Note 4: Postponed**

Postponed rates represent any rates amount due by seniors that have been granted a deferral, until the eventual sale of their property, as allowable under the Local Government Act. Interest is charged on these deferred rates and is recoverable when the property is sold.

#### **Note 5: Legals**

Legals represent any legal fees, court costs that have been incurred by Council in the collection of rates in the current financial year. These amounts represent costs that have been on-charged to the defaulting ratepayers and are currently outstanding.

**CONFIDENTIAL REPORT  
GENERAL COUNCIL MEETING**

**23 February 2016**

**Originating Officer:** Rudy Tieman, Infrastructure Projects Manager  
Heather Michell, Land Asset Officer

**Director:** Abby Dickson, City Development

**Subject:** Glandore Laneways Project

**Reference No:** GC230216F01

If the Council so determines, this matter may be considered in confidence under Section 90(3)(b)(d) of the *Local Government Act 1999* on the grounds that the report contains information relating to commercial information of a commercial nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of a person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.

  
Adrian Skull  
Chief Executive Officer

**RECOMMENDATION:**

That pursuant to Section 90 (2) and (3)(b)(d) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Tony Lines, Vincent Mifsud , Abby Dickson, Rudy Tieman, Kate McKenzie, be excluded from the meeting as the Council receives and considers information relating to the Glandore Laneways, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information of a commercial nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of a person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.